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LETTER DATED 11 AUGUST 1998 FROM THE CHARGÉ D'AFFAIRES A.I. OF THE PERMANENT MISSION OF SIERRA LEONE TO THE UNITED NATIONS ADDRESSED TO THE PRESIDENT OF THE SECURITY COUNCIL

I have been instructed by my Government to forward, herewith, the attached document, entitled "Disarmament, Demobilization and Reintegration Programme", which was compiled by the National Committee on Disarmament, Demobilization and Reintegration.

I should be grateful if the present letter and the said document could be circulated as a document of the Security Council.

(Signed) Fode M. DABOR
Ambassador
Deputy Permanent Representative
Chargé d'affaires a.i.

98-23560 (E) 130898

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National Committee on Disarmament, Demobilisation and Reintegration

Disarmament, Demobilisation and Reintegration Programme

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LIST OF ABREVIATIONS

AFSL	Armed Forces of Sierra Leone
CDF	Civil Defence Force
DD	Disarmament and Demobilisation
DDRP	Disarmament, Demobilisation and Reintegration Programme
ECOMOG	Monitoring Group of the Economic Community of West African States
EU	European Union
IDA	International Development Association
MIS	Management Information System
NCDDR	National Committee on Disarmament, Demobilisation and Reintegration
NCRRR	National Commission on Rehabilitation, Reconstruction and Resettlement
NGO	Non governmental organisation
RRO	Regional Reintegration Office
RUF	Revolutionary United Front
TEF	Training and Employment Fund
UNOMSIL	United Nation Observer Mission in Sierra Leone

EXECUTIVE SUMMARY

Context

In the context of the transition from war to peace following the restoration of democracy in Sierra Leone in February 1998, the Government of the Republic of Sierra Leone is committed to the complete disarmament, demobilisation and reintegration of (i) an estimated 8,000 combatants of the Armed Forces of Sierra Leone (AFSL) and the Revolutionary United Front (RUF) currently under Government control and (ii) an estimated 25,000 combatants of the Civil Defence Forces (CDF). The primary objectives of this exercise are the consolidation of security and the sustainable social and economic reintegration of ex-combatants.

Risks and gains

The disarmament, demobilisation and reintegration programme has been designed against the background of continued fighting in various parts of the country. Yet, the programme comes at a critical moment in the transition from war to peace in the country. Such a programme, if implemented in a transparent and equitable manner, could serve as an important pull factor for those combatants still holding out in the bush, provided a conducive security environment is promoted.

Guiding principles

The programme is based on a number of specific principles that will become part of the agreement between the Government and donors. These principles include, among others: (i) simultaneously to the DDRP, Government undertakes to provide a comprehensive plan for the restructuring of the national military in Sierra Leone; (ii) in the event of a negotiated settlement to the current conflict, representation of further parties on the National Committee is possible, and further beneficiaries will be entitled to similar assistance as the envisaged programme beneficiaries; and (iii) prior to demobilisation, the Government will undertake a well-planned sensitisation campaign to educate the general public about the programme and the role of ex-combatants in a post-conflict society.

Institutional structure

The programme will be implemented under the guidance and supervision of the National Committee on Disarmament, Demobilisation and Reintegration. The NCDDR will, *inter alia*, (i) provide policy guidance to the Executive Secretariat; (ii) formulate the strategy and co-ordinate all government institutions in support of the programme; (iii) identify problems related to programme implementation and impact; and (iv) undertake all measures necessary for their quick and effective solution.

Reporting to the National Committee, an independent Executive Secretariat will be responsible for overall programme planning and implementation. A Finance Unit will be established within the Secretariat to be managed independently by a financial manager. The Executive Secretariat will be responsible for ensuring: (i) the planning and implementation of the individual programme components in collaboration with other government departments, NGOs and donors; (ii) the transparent and accountable administration of the programme; and (iii) monitoring and evaluation.

In addition to the central office in Freetown, the Executive Secretariat will establish four small Regional Reintegration Offices which will be responsible for: (i) information and counselling; (ii) administration of reintegration assistance under the different programme components; (iii) monitoring and evaluation; and (iv) co-ordination with National Commission for Reconstruction, Resettlement and

apprenticeship fund to access apprenticeships or vocational training, subsidised employment and formal education.

Special target groups

Female ex-combatants often face different reintegration challenges than men. Though there are relatively few, every effort will be made to tailor reintegration assistance to their needs, where relevant. Government is committed to enforce non-recruitment and non-participation of children in armed conflicts. In compliance with the provision of the Convention on the Rights of the Child, Government has initiated a demobilisation programme for child combatants. Activities will include, among others: (i) provision of educational materials for primary and secondary levels; (ii) training of social workers; (iii) enhancing family reunification efforts; and (iv) sensitising receiving communities. The programme will also make available to disabled ex-combatants free drugs, medical consultations and other services for a limited period of time.

Social reintegration measures

Government believes strongly that the programme will require an extensive and timely community sensitisation programme in order to ensure that ex-combatants will be able to settle in locations of their choice. To this end, the Executive Secretariat will develop a culturally relevant community sensitisation campaign that will make extensive use of electronic media as well as traditional reconciliation mechanisms and structures. Other envisaged activities include the organisation of ad-hoc community reconciliation meetings and traditional cleansing ceremonies.

Links to ongoing operations

The envisaged support activities alone cannot be expected to provide sufficient socio-economic reintegration opportunities. Therefore, programme implementation in the regions and districts will be linked to ongoing operations of Government as well as of bilateral and multilateral donors and NGOs, in order to leverage scarce reintegration programme resources. The Executive Secretariat will co-ordinate with relevant promoters at the central level on an ongoing basis in order to facilitate co-operation at the regional and district levels.

Monitoring and evaluation

A management information system will be established as an essential tool for planning and implementing the programme. The system will include various data bases on ex-combatants; employers, training providers and training courses; accounting; and financial flows. Furthermore, an evaluation of programme implementation will be undertaken 1-3 months after the completion of each of the three phases. Each evaluation will be followed by a multi-donor mission to evaluate programme success, fine-tune the subsequent phase, and identify the required financial resources.

Estimated programme costs

Total programme costs are estimated at US$ 33.6 million, of which US$ 17.3 million will be required for phase I. Benefits amount to around 90% of programme costs. The cost estimates will be reviewed and adjusted according to the lessons learned in preceding phases as well as to the number of surrendering RUF combatants.

Rehabilitation, traditional/religious leaders, and other project interventions. Each regional office will be assisted by a regional committee set up under the National Commission.

Financial management

Release of funds by donors will be by way of an initial deposit to cover three months requirements for the programme, to be replenished against quarterly audited statements of expenditures. The Executive Secretariat will make monthly advances to the four regional for administering the reinsertion and reintegration benefits speedily and transparently. All accounts and financial arrangements under the programme will be audited in accordance with established accounting and auditing practices by an internationally certified auditing firm acceptable to donors. The accounts and financial arrangements will be audited on a quarterly basis and the audit reports will be presented to Government, copied to the participating donors, within one week of the end of the audit period.

Implementation schedule

It is proposed that demobilisation and reintegration will take place in three phases, between July 1998 and June 2001. Phase I will include the 8,000 detained AFSL and RUF combatants and an estimated 5,000 CDF combatants. In addition, it is assumed that current child and disabled ex-combatants are demobilised under phase I. Phases II and III will target 10,000 CDF combatants each, as well as a still to be determined number of RUF combatants. The phased approach not only responds to the as of yet uncertain progress in consolidating peace. It also allows for interim evaluations, the results of which would be fed back into improved programme design, as well as for taking into account limitations imposed by the rainy seasons

Disarmament and demobilisation

Government will execute the disarmament and demobilisation process in close co-operation with ECOMOG and UNOMSIL. Disarmament and demobilisation will take place at special sites. Combatants will be registered and legally "civilianised" as soon as they have handed over their weapons in order to facilitate the provision of support by development agencies. Prior to discharge from the sites, ex-combatants will receive information and counselling on issues relating to social and economic reintegration. Simultaneously, Government will undertake a vigorous and concerted national sensitisation exercise through various media and traditional theatres with a view to improving civilian understanding of the status of ex-combatants in the context of national reconciliation.

Reinsertion

The months immediately following discharge will be the most challenging for ex-combatants. Government will provide ex-combatants with reinsertion assistance through the payment of a monetised settling-in package in the amount of US$300 per ex-combatant. This amount is calculated on the basis of a basket of basic needs that an average family needs to survive during one planting season.

Reintegration

Given the fact that many ex-combatants have neither finished formal education nor acquired marketable skills, the economic outlook for many an ex-combatant is bleak indeed. The Executive Secretariat will, therefore, be responsible for implementing the following, mostly community-based reintegration activities, to all ex-combatants: (i) the provision of [illegible] counselling and referral services at the regional and district level, which will provide ex-combatants with information about potential opportunities for employment, participation in the private sector, and community-based national reconstruction and rehabilitation activities; and (ii) an employment, vocational training and

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National Committee on Disarmament, Demobilisation and Reintegration

Disarmament, Demobilisation and Reintegration Programme[1]

1. Introduction

1.1 Context and Rationale

Context

In the context of the transition from war to peace following the restoration of democracy in Sierra Leone in February 1998, the Government of the Republic of Sierra Leone is committed to the complete disarmament, demobilisation and reintegration of (i) an estimated 8,000 combatants of the Armed Forces of Sierra Leone (AFSL) and the Revolutionary United Front (RUF) currently under Government control and (ii) an estimated 25,000 combatants of the Civil Defence Forces (CDF). The primary objectives of this exercise are the consolidation of security and the sustainable social and economic reintegration of ex-combatants.

The demobilisation and reintegration of ex-combatants is an integral part of the national peace-building process and the Government's reconstruction policy as outlined in its Ninety-Day Programme for the Restoration of Democratic Rule in Sierra Leone. Planning for the short-term achievement of security objectives, and the medium and long-term developmental objectives is an important dimension of responsible governance.

Government policy

Ex-combatants constitute a considerable risk group capable of undermining current security gains and therefore require targeted assistance. Government realises that the security benefits of the demobilisation exercise will, in the short-term, come at a financial cost for facilitating the return to civilian life. Therefore, Government is determined to ensure that the planned demobilisation of combatants must be made socially and politically viable by an ensuing reintegration programme. Furthermore, disabled and child combatants constitute approximately 12% of the total number of 33,000 combatants to be demobilised and will require special reintegration support.

Government places the demobilisation and reintegration programme in the hands of fully civilian bodies that will collaborate closely with the Monitoring Group of the Economic Community of West African States (ECOMOG), the United Nations Observer Mission in Sierra Leone (UNOMSIL), donors and UN agencies, the private sector and non-governmental organisations to ensure a peaceful and sustainable demobilisation, and reintegration of AFSL, RUF and CDF ex-combatants.

In order to reinforce and consolidate the preparatory work of the existing Disarmament, Demobilisation and Reintegration Advisory Group and the Disarmament, Demobilisation and Reintegration Unit of the NCRRR, the President decided to establish the National Committee on Disarmament, Demobilisation and Reintegration (NCDDR) and an Executive Secretariat under the Office of the President. Government will mandate the NCDDR to provide policy guidelines to the Executive Secretariat for the planning and implementation of the Disarmament, Demobilisation and Reintegration Programme

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[1] This document was prepared with assistance from the World Bank. Selected sections draw on the experience of UNICEF, the International Organization for Migration, and Handicap International.

(DDRP). It is a matter of policy to ensure that the capacity and budget of the NCDDR are adequate to complete the objectives of the DDRP.

Rationale: risks and gains

The DDRP has been designed against the background of continued fighting in various parts of the country. The current security situation is, thus, not overly conducive to the lasting demobilisation and reintegration of ex-combatants. Aggravating this challenge, most AFSL and RUF ex-combatants will have to overcome the perceived or justified resentment of the communities for the crimes committed during the nine months of the Junta government. Such resentment may in many cases be strong enough to pose a physical threat to the ex-combatants. Threatened, many may return to the bush.

Yet, the programme comes at a critical moment in the transition from war to peace in the country. On the one hand, the 8,000 AFSL and RUF combatants currently detained by ECOMOG constitute a cost and security burden to the nascent democracy. Their demobilisation and reintegration, as well as assistance for a first wave of CDF combatants, already calls for a coherent programme approach. On the other hand, such a programme, if implemented in a transparent and equitable manner, could serve as an important pull factor for those combatants still holding out in the bush, provided a conducive security environment is promoted. In this respect, the disarmament of CDF combatants will be an important factor for lasting security in the country. The risks are, therefore, matched by equally high gains.

Programme Assumptions

The success of the DDR programme and the attainment of its overall objective are rooted in the following assumptions:

- A Government driven process of post conflict reconciliation is developed and pursued to shape and define the framework for post conflict rehabilitation and reintegration measures.
- The recruitment of additional troops is reduced in accordance with improvements in the security situation arising from ECOMOG operations.
- Comprehensive measures to stem and control the influx and possible recycling of weapons by all groups are put in place.
- The rapid conclusion of military operations and cessation of hostilities by the end of April 1999 is envisaged.
- A national programme for reconstruction, rehabilitation and reintegration is concurrently being developed and implemented by the NCRRR as a strategy of pre-positioning and providing reintegration assistance to all victims of the conflict and the communities.
- The target groups of demobilisation are being pre-screened and cleared and are consequently not subject to subsequent prosecution arising from alleged conduct during the conflict.

1.2 Objectives

The sustainable reintegration of all ex-combatants into civilian society is the *ultimate objective* of the DDRP. It is therefore hoped that the programme will enable ex-combatants to contribute to national development and reconciliation in Sierra Leone instead of posing a threat to it. The *immediate objective* is to consolidate national security. A comprehensive framework that ensures a co-ordinated and well-managed programme for disarmament, demobilisation, reinsertion and reintegration can only achieve these objectives.

1.3 Target Groups

The target of the DDRP exercise is to demobilise and reintegrate a currently estimated 33,000 combatants from the following three groups:

- 7,000 ex-combatants of the AFSL that have been detained by ECOMOG;
- 1,000 ex-combatants of the RUF, also currently detained by ECOMOG; and
- 25,000 (estimated) members of the CDF.

Among these 33,000 are a number of especially vulnerable combatants: 500 female combatants; 1,000 disabled combatants (mainly in the AFSL); and 2,500 child combatants (mainly in the CDF and RUF). These figures are estimates based on preliminary information from Government, the CDF and ECOMOG. They will be regularly reviewed during implementation. Furthermore, the programme will cover an as of yet unknown number of RUF combatants who will surrender in the future either in an uncoordinated fashion or as part of a peace accord.

A socio-economic profile of AFSL soldiers prepared in early 1997 reflects well on a professional and well-trained army. Over two-thirds have received formal education, almost one-third completed secondary education, and over one-half reported skills in a range of professions, from driving to masonry. Moreover, the general health condition was good, with only 2.3% reporting a poor health status. However, the broad conclusion of this profile is now questionable given that uncontrolled recruitment since then may have diluted the quality of the armed forces in the country. Consequently the NCDDR will undertake to further review of this profile during the demobilisation process. This profile along side with current attempts to update available statistics would not only facilitate the integration of a few soldiers into the planned professional army but also facilitate the reintegration of those to be demobilised through the DDR programme.

RUF and CDF combatants have not been profiled systematically. In preparation of phase I implementation and planning for phases II and III, a qualitative profile of CDF combatants will be prepared by the Executive Secretariat in conjunction with an assessment of community needs regarding ex-combatant reintegration. However, qualitative data from interviews and focus group discussions suggest that RUF and CDF ex-combatants are younger, have less education and fewer marketable skills. Though economic development may be more difficult for young CDF fighters, their social status should not pose any problem. RUF combatants, on the other hand, face a tremendous challenge regarding both economic and social reintegration. Given the diverse profiles of these different factions, Government will adapt programme assistance to their specific needs.

1.4 Guiding Principles and Specific Commitments

The disarmament, demobilisation and reintegration programme is based on a number of specific principles that will become part of the agreement between the Government and donors. These principles include, but are not necessarily limited to, the following:

- Provisions under the Abidjan and Conakry Plans have been superseded by events and the modalities for disarmament, demobilisation and reintegration will be determined by the NCDDR;
- Simultaneously to the restructuring of the national military in Sierra Leone. This plan [illegible] plan for rigorous accounting of the military budget, and clear criteria for hiring into the new army;

- AFSL ex-combatants who receive an honourable discharge will be eligible to receive benefits according to their terms and conditions of service, in particular pensions;
- Government is committed to ensure the identification and verification of CDF combatants according to a set of transparent criteria;
- Ex-combatants demobilised under the DDRP will not be rehired into the new army or the police force;
- During the programme period from 1998-2000, AFSL, RUF and CDF ex-combatants will only be demobilised under the DDRP;
- In the event of a negotiated settlement to the current conflict, representation of further parties on the NCDDR is possible, and further beneficiaries will be entitled to similar assistance as the envisaged DDRP beneficiaries;
- Prior to demobilisation, Government will undertake a well-planned sensitisation campaign to educate the general public about the programme and the role of ex-combatants in a post-conflict society;
- There will be no retroactive support for other ex-combatants discharged prior to the commencement of the DDRP. Only ex-combatants demobilised under the programme will be eligible for support in accordance with the criteria and conditions specified;
- Reintegration assistance will be based on ex-combatants' needs and will take into account skills and aspirations for civilian life;
- Reinsertion and reintegration assistance will largely be provided in war-affected communities, therefore reintegration assistance will be community-based to the greatest extent possible. Recognising the potential security risk associated with ex-combatants and the different socio-economic profile of this target group, Government views ex-combatants as a priority group whose adjustment to civilian life must be assured with targeted interventions and be monitored carefully;
- All combatants will be disarmed, demobilised and reintegrated. In pursuit of justice and national reconciliation and in accordance with the Government's Ninety-Day Programme, the process will seek to treat all ex-combatants in line with a set of criteria established from their profile, yet respond to their specific needs;
- Discharge will not commence before the start-up of concerted nation-wide reconstruction and rehabilitation efforts to avoid community discontent about ex-combatants receiving reinsertion and reintegration assistance;
- Reintegration assistance for ex-combatants will be co-ordinated very closely with Government's other efforts to support national reconstruction, resettlement and rehabilitation through the NCRRR.

The commitment of Government to the above listed specific principles is firm and lasting, and this will form the basis for the collaboration of the NCDDR with other government institutions and donors. It is further understood that this commitment is shared by all parties and will be reflected in the continuation of smooth co-operation between the Government, ECOMOG, UN and donor organisations. This entails that highest priority will be given by the Government to the issue in order to ensure the implementation of the demobilisation process within the agreed time frame. Government will seek international technical assistance necessary to develop programme details and assist with implementation as soon as possible.

2. Implementation Arrangements

2.1 Institutional Structure

National Committee on Disarmament, Demobilisation and Reintegration

The programme will be implemented under the guidance and supervision of the NCDDR, a temporary institution established by presidential decision early July 1998. The NCDDR is chaired by the President and comprises the following members: National Security Advisor, ECOMOG Task Force Commander, Deputy Minister of Defence, Minister of Internal Affairs and Local Administration, NCRRR Commissioner, Minister of Finance and Planning, Minister of Information, Special Envoy of the UN Secretary General, a representative of the lead donor agency and the Executive Secretary of the NCDDR as its secretary.

The NCDDR will, *inter alia*, (i) provide policy guidance to the Executive Secretariat; (ii) formulate the strategy and co-ordinate all government institutions in support of the DDRP; (iii) identify problems related to programme implementation and impact; and (iv) undertake all measures necessary for their quick and effective solution. During start-up, the NCDDR will hold at least monthly meetings, but extraordinary meetings can be called if necessary.

Executive Secretariat

Reporting to the NCDDR, the Executive Secretariat, also established by presidential decision early July 1998, will be responsible for overall planning and implementation of the DDRP. It is an independent and temporary body with the capacity to implement the DDRP effectively. The institutional capacity of the Executive Secretariat will be ensured through rigorous selection of staff, payment consistent with the quality of outputs required, and staffs training where appropriate.

Technical assistance will be contracted on the basis of specific terms of reference for, *inter alia*, staff development, management information system, and financial management as well as the implementation of specific programme components. All contractors and implementing partners (specialised UN agencies, bilateral agencies, international and local NGOs) will undertake their responsibilities in full compliance with programme directives and under the supervision of the Executive Secretariat.

The Executive Secretariat is headed by an Executive Secretary and comprises three units: (i) disarmament and demobilisation; (ii) reinsertion and reintegration; and (iii) monitoring and evaluation. A Finance Unit will also be established to be managed independently by a financial manager. The Finance Unit will, *inter alia*: (i) process and organise, in a computerised manner, all financial information on the pledges, disbursements and expenditures incurred on all budget lines and components; (ii) keep track of donor contributions and prepare periodical reports for donor review; (iii) maintain communication with all donors concerning expenditures and cash-flow requirements of the programme; (iv) co-operate fully with the external auditors during their quarterly financial audits; and (v) provide quarterly progress report on status of implementation.

Furthermore, a military liaison office will be created to facilitate co-operation with ECOMOG and UNOMSIL for all security-related aspects of the programme. The Executive Secretariat will be responsible for ensuring (i) the planning and implementation of the individual programme components in collaboration with other government departments, NGOs and donors; (ii) the transparent and accountable administration of the programme (including procurement and disbursements); and (iii) monitoring and evaluation. The organigramme of the Executive Secretariat is provided in Annex A.

Regional Reintegration Offices

In addition to the central office in Freetown, the Executive Secretariat will establish small Regional Reintegration Offices (RROs) in the three regional capitals (Bo, Makeni and Kenema) as well as in the western area. Each RRO will comprise a regional reintegration officer and up to four ex-combatant counsellors (1-2 per district), all familiar with the local socio-political environment. Furthermore, an RRO will comprise an accountant, who will report directly to the financial manager, for administering reinsertion and reintegration assistance.

The RROs will be responsible for (i) information and counselling; (ii) administration of reintegration assistance under the different programme components; (iii) monitoring and evaluation; and (iv) co-ordination with NCRRR, traditional/religious leaders, and other project interventions. Based on the settlement pattern of ex-combatants, additional ex-combatant counsellors may be recruited. A detailed description of the functions and activities of the RROs is presented in Annex B.

Regional committees

Each RRO will be assisted by the regional RRR Committee set up under the National Commission for Reconstruction, Resettlement and Rehabilitation (NCRRR). These committees are headed by a Regional Co-ordinator and comprise representatives from: the local administration, including local representatives of sector ministries; traditional and religious leaders; NGOs and local associations; and the private sector. Regarding the DDRP, the responsibilities of the regional RRR committees will include: (i) sensitising the local population; (ii) assisting the RRO in programme implementation; (iii) identifying and solving local problems related to ex-combatant reintegration; (iv) facilitating co-ordination with other rehabilitation/reintegration interventions; and (v) reporting on the progress and impact of the programme to central government authorities.

Staff training

A comprehensive staff development programme will be developed and carried out for headquarters and regional staff throughout the duration of the programme to ensure effective and efficient programme implementation. Staffs training will apply various methods (lectures, questions-answers, brainstorming, group discussions, and case studies) and focus in particular on problem solving techniques, communications skills and participatory approaches (see also Annex B).

Roles and functions of the military units

Within the overall mandates given to them by their respective institutions, ECOMOG and the UNOMSIL are expected to perform the following functions within the DDR programme:

- Provide relevant information, security assistance as well as advice with regard to the selection of potential sites for disarmament and demobilisation.
- Provide technical input with regard to the process of disarmament, registration, documentation and screening of potential candidates for demobilisation.
- Develop and install systems for arms control and advise on a larger legislative framework to monitor and control arms recycling.
- Monitor and verify the conformity of the DDR process along recognised and acceptable international standards.
- Assume responsibility for effecting disarmament of combatants, maintain a pertinent registry of surrendered weaponry and conduct pre-demobilisation screening and evaluation.

Role of implementing partners and selection criteria

A considerable part of the programme implementation will be contracted out to local and international NGOs as well as in partnership with various UN agencies, line ministries and private sector institutions. Implementing agencies will be selected on the basis of the following criteria. They:

- must demonstrate a track record of technical and functional expertise in their chosen area of participation;
- need to demonstrate a proven record of sound financial management and/or the capacity to pre-finance initial project costs;
- will be required to obtain security clearance from ECOMOG and national security agencies;
- will be expected to adhere to the policy guidelines with regard to camp management and other operational regulations;
- will be expected to comply with other operational guidelines established by the Committee as may be deemed necessary; and
- will be accountable to the Executive Secretariat in matters of technical and financial issues with regard to their contractual obligations.

2.2 Financial Management

Financing arrangements

Donor funding for the programme is expected from two main sources: (i) a "*Special Account*" for IDA's contribution and (ii) a special "*Pool Account*" for the contributions of other donors. The Special Account will be in US dollars. The Pool account will be in both foreign currency and in Leones as bilateral donors are expected to provide their financing either in foreign currency or in local currency. An external financial manager will be employed by the Executive Secretariat in close consultation with the participating donors. This expert will be responsible for the management of funds and the preparation of monthly accounts.

An external management accountant will be hired to (i) design and set up a computer-based financial management system and internal control and reporting systems; (ii) train programme personnel in the operation of the system; and (iii) prepare a manual of procedures (including formats for accounting records and returns; staffing needs and organisational arrangements; requirements for office facilities; proposals for staff training and assistance to introduce procedures and systems designed; proposals for financial arrangements, including procedures for payments to ex-combatants; and draft terms of reference for the Financial Controller and Programme Auditors).

Disbursements

Release of funds by donors will be by way of an initial deposit to cover three months requirements for the programme, to be replenished against quarterly audited statements of expenditures. Disbursement of funds from the Special and Pool accounts will go into a *Project Account* by transferring the required amounts from the former accounts. Transfer of funds from the Special and Pool accounts will entail sale of foreign exchange to realise the required funds in local currency. Such sales will be to the Bank of Sierra Leone, who will utilise foreign exchange within the framework of the cash flow associated with the Government's rehabilitation and recovery programme.

It is envisaged that the Programme Special Account, Pool Account, and the Project Account will be maintained in a commercial bank based in Freetown. The Executive Secretariat will make monthly advances to the four RROs for administering the reinsertion and reintegration benefits speedily and transparently. The Executive Secretariat will ensure that (i) adequate funds are available at the regional level to assure timely payment to ex-combatants, training providers, etc. and (ii) the RROs account in a timely manner to headquarters for funds advanced for expenditures in the field, before receiving the next advance.

Auditing

All accounts and financial arrangements under the programme will be audited in accordance with established accounting and auditing practices by an internationally certified auditing firm acceptable to donors. The accounts and financial arrangements will be audited on a quarterly basis and the audit reports will be presented to Government, copied to the participating donors, within one week of the end of the audit period. The auditors will also be required to certify the final statement of accounts on completion of the programme. Funding for the external auditors is included in the programme.

2.3 Programme Assistance Package

The proposed assistance package to ex-combatants includes:

Demobilisation

- Carrying out of medical screening and a socio-economic profile, as well as of other discharge-related activities.
- Production and issuance of a forge-proof ID card to enable ex-combatants to access programme benefits.
- Provision of an intensive re-orientation towards civilian life prior to discharge.

Reinsertion

- Provision to AFSL and RUF ex-combatants of a settling-in package in the form of a monetised departure allowance to initial basic subsistence. The departure allowance will be US$ 300 to be paid in two instalments, US$150 at discharge and US$ 150 three months thereafter.
- Provision to CDF ex-combatants of a settling-in package in the form of a monetised appreciation allowance to support their return to their communities. This allowance will be US$ 300 to be paid in one tranche.
- Facilitation of land allocation via consultation with relevant chiefdom authorities.

Reintegration

- Provision to all ex-combatants of employment, vocational training and apprenticeships through a Training and Employment Fund, using vouchers. CDF ex-combatants will be able to use these vouchers flexibly for any other activity that increases their income potential.
- Provision of information and referral services that will link ex-combatants with national reconstruction and rehabilitation efforts (for example, the EU-financed micro-projects or the NCRRR's Emergency Recovery Support Fund sub-projects).
- Provision of counselling services as well as community counselling on aspects of social reintegration.

- Provision of special reintegration assistance to vulnerable groups (counselling, medical treatment, etc.).

2.4 Implementation Schedule

It is proposed that demobilisation will take place in three phases, between July 1998 and January 2000. Time gaps between the phases will enable the NCDDR to conduct interim evaluations and take into account limitations imposed by the rainy seasons. Responding to the emergency situation of the 8,000 detained AFSL and RUF combatants, phase I demobilisation operations will be initiated immediately. However, actual discharge is envisaged for later this year to enable Government to undertake a well-planned sensitisation campaign before ex-combatants settle in their communities of choice. The general principles of phase I of disarmament and demobilisation will be in line with the overall operation.

Phase I will also include an estimated 5,000 CDF combatants. Their disarmament and demobilisation will proceed on the basis of district and chiefdom security assessments in consultation with ECOMOG such that CDF combatants in secure chiefdoms will disarm and demobilise first. General disarmament criteria will be applied prior to demobilisation and in accordance with disarmament and demobilisation principles.

Phase I:	Currently detained AFSL/RUF and Phase I CDF ex-combatants	07/98 - 12/98
Phase II:	Surrendering AFSL/RUF and Phase II CDF ex-combatants	03/99 - 05/99
Phase III:	Remaining AFSL/RUF and Phase III CDF ex-combatants	10/99 - 01/00

Reinsertion assistance will commence with phase I discharge, which is expected for early January 1999, and will continue until July 2000. Selected reintegration measures for the detained AFSL/RUF ex-combatants may commence already before discharge, to reduce the security risks of ex-combatants waiting idle in camps for a prolonged period of time. For the other phases, reintegration assistance will begin concurrently with reinsertion assistance and will conclude in June 2001. This phased approach not only responds to the as of yet uncertain progress in consolidating peace. It also allows for interim evaluations, the results of which would be fed back into improved programme design.

3. Programme Description

3.1 Disarmament and Demobilisation

Government will execute the disarmament and demobilisation (DD) process in close co-operation with ECOMOG and UNOMSIL. Disarmament and demobilisation will take place at special DD sites. Currently detained AFSL and RUF combatants will be demobilised at their current locations or in locations specified by the NCDDR in consultation with ECOMOG and UNOMSIL. In the event that further AFSL/RUF combatants surrender in an uncoordinated and ad-hoc manner, they will be held temporarily in the existing ECOMOG detention centres until they can be streamed into phase II DD. CDF combatants will be disarmed and demobilised at selected district headquarters to be identified by the NCDDR in consultation with ECOMOG and local chiefdom authorities.

Combatants will be registered and legally "civilianised" as soon as they have handed over their weapons in order to facilitate the provision of support by development agencies. Government is committed to minimising the DD encampment period so as to minimise encampment costs, logistical complexities, attendant security risks and the burden on ECOMOG/UNOMSIL. However, phase I AFSL/RUF ex-combatants constitute a special target group requiring more intensive civic/peace

education. Their encampment is, thus, planned to last for six months, also allowing Government to launch a vigorous sensitisation campaign. For CDF, it is envisaged that the DD process will not require encampment and take no longer than one week as only transit provision is planned for this group.

A generic framework for disarmament and demobilisation is outlined below and presented in more detail in Annex C. However, this framework will be adapted to the exigencies of the various phases, in particular taking into account special requirements for uncoordinated surrendering of RUF combatants.

- Disarmament process (see Annex C)

- Disarmament criteria: Prior to demobilisation, ex-combatants will be required to:
  - surrender all conventional weapons issued by their leadership and any other authority (type; weapons specifications will be detailed in the operational plan in consultation with ECOMOG and UNOMSIL);
  - provide verifiable information relating to arms caches and/or inside working knowledge of their group;
  - surrender munitions (amount);
  - surrender all weapons/munitions captured from the enemy; and
  - surrender of unit with a shared weapons (type).

- Demobilisation process (see Annex C)
  - registration and provision of ID cards;
  - legal re-certification to civilian status;
  - encampment;
  - pre-discharge orientation;
  - discharge/reinsertion.

- Selected reintegration activities (see Section 3.3).

Prior to discharge from the DD sites, ex-combatants will receive information and counselling on the following subjects, among others: future programme benefits and how to access them, legal rights and obligations, basic health care, and national reconciliation. Simultaneously, Government will undertake a vigorous and concerted national sensitisation exercise through various media and traditional theatres with a view to improving civilian understanding of the status of ex-combatants in the context of national reconciliation (see also Section 3.5).

3.2 Reinsertion

The months immediately following discharge will be the most challenging for ex-combatants. AFSL ex-combatants, having lost their source of income, will need to establish new households. RUF combatants will find themselves in an even more uprooted position whereas CDF fighters by and large remain active members of their communities. In order to facilitate their transition to civilian life, Government through the Executive Secretariat will provide ex-combatants with the following reinsertion assistance:

- A monetised settling-in package for AFSL and RUF ex-combatants to establish a new household. The amount of this settling-in package, US$300 in total per ex-combatant, is calculated on the basis of a basket of basic needs (food, shelter, health, education, tools and seeds) that an average family needs to survive in Sierra Leone.
- CDF ex-combatants will receive a one-time monetised appreciation allowance worth US$ 300.
- For child ex-combatants, the NCDDR will co-ordinate with specialised agencies such as UNICEF and other child protection agencies to facilitate their reinsertion and reintegration.

- The Executive Secretariat in co-ordination with NCRRR will liaise with relevant chiefdom and district authorities to encourage reconciliation and to facilitate access to land where possible for ex-combatants who wish to settle in rural areas.

AFSL/RUF ex-combatants will receive the first instalment before leaving the DD sites. They will then be eligible to receive one further instalment in their district headquarters, three (3) months after discharge. The payment of this safety net is spaced in order to provide them with an incentive to remain in their district of settlement, and to prevent irresponsible allocation of resources immediately following their demobilisation. Such modality will also inject resources into rural war-affected areas. Verification of ex-combatant status for the receipt of the second instalment will be effected by way of the non-transferable ID card each ex-combatant will receive during the DD phase.

In the absence of a functioning banking system outside Freetown, there are a number of mechanisms for effecting the payment of the second tranche. For instance, the regional reintegration officers could visit the district administration offices in the region and hand the money in cash to the ex-combatants of this district, with ECOMOG providing security. In municipalities with a high concentration of ex-combatants, the regional reintegration officer could issue a voucher to ex-combatants who will cash the voucher at the regional treasury or could pay them directly in cash.

Moreover, NGOs experienced in handling large amounts of cash or in-kind entitlements (such as for cash- and food-for-work programmes) could be contracted. All options should reflect that payments could be spread over time (e.g. within a one-month period) and by region in order to economise on scarce resources. In fact, a mix of several options may be the most efficient way to pay the departure allowance and any other package.

3.3 Economic Reintegration

Given the fact that many ex-combatants have neither finished formal education nor acquired marketable skills, the economic outlook for many an ex-combatant is bleak indeed. Absorption in the formal sector, including the civil service, is beyond the reach of unskilled or functionally illiterate ex-combatants. Hence the need to offer options for economic reintegration, in particular in agriculture and the informal sector, to avoid that ex-combatants revert to rent-seeking at the barrel of a gun.

The Executive Secretariat will be responsible for implementing the following, mostly community-based reintegration activities, to all ex-combatants:

- The provision of information, counselling and referral services at the regional and district level, which will provide ex-combatants with information about potential opportunities for employment, participation in the private sector, and community-based national reconstruction and rehabilitation activities.
- An employment, vocational training and apprenticeship fund known as the regional Training and Employment Fund (TEF). The TEF will provide ex-combatants with vouchers to access apprenticeships or vocational training, and will subsidise employment opportunities where possible. Vouchers could also be used for continuing formal education.

The essence of economic reintegration assistance will: (i) link training to employment; (ii) be geared to the training needs of the ex-combatants, i.e., it will be demand driven; and (iii) help to stimulate the creation of new training and employment provision, through the input of funds and demand. CDF ex-combatants will be able to use their voucher for any other activity that enhances their income potential (e.g. purchase of livestock, construction of a house, acquisition of mining equipment, etc.; see also Section 3.2 above). Overall, economic reintegration assistance aims at providing ex-combatants with

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opportunities to acquire and employ marketable skills to enable them to lead gainful and productive lives and to contribute to their communities (see also Annex D).

3.3.1 Information, Counselling and Referral

The information, counselling and referral service will assist ex-combatants in crucial ways. First, it will provide answers to questions about access to reintegration assistance and other more general issues; counselling on job-seeking strategies; information and counselling on training and employment opportunities; and advice on micro-project identification, preparation and implementation. Second, it will offer a means for linking ex-combatants to such opportunities, thereby also integrating the education, training and employment activities of the programme.

Importantly, the service will also refer ex-combatants to labour-intensive public works or other rehabilitation and development projects (see also Section 3.6 below). Finally, it will provide critical psycho-social support during this difficult transition phase. Phase I information and counselling will be undertaken at the DD sites. Thereafter, the RROs will implement the service. In all districts, ex-combatant counsellors, who will receive pertinent training, will undertake outreach activities, visiting ex-combatants in the villages and helping to solve reintegration problems.

3.3.2 Training and Employment

The programme will provide opportunities for (i) vocational training and (ii) apprenticeships. For *vocational training*, the Executive Secretariat will encourage existing training suppliers for preparing and implementing short, modular training courses that correspond to (i) the limited educational background of ex-combatants and (ii) the needs of the labour market. Phase I training sessions will already start at the DD sites and will be implemented by specialised NGOs. For further phases, in order to ensure that training is demand driven and enhances consumer choice, the use of vouchers will be encouraged, enabling ex-combatants to purchase the training they want. Implicitly, vouchers will diversify and increase the relevance in the local training market. The programme will not finance the establishment of new training infrastructure.

Informal sector apprenticeships, i.e. the financing of training expenses incurred by artisans who train ex-combatants, move the training provision closest to the point of employer, stressing learning by doing. While they do not guarantee employment in and of themselves, they do place the trainee in an environment that increases the opportunity for informal business skill acquisition and networking for longer-term employment. In order to increase the employability of ex-combatants, tool kits for different trades (such as plumbing, carpentry, and bicycle repair) will be provided upon commencement of the apprenticeship or after completion of the vocational training.

Ex-combatants who fulfil the skill requirements for a particular job in the *formal sector* will be supported with subsidies worth several months salary equivalent. These will constitute incentive schemes designed to encourage formal sector hiring. Co-operation with the private sector will be paramount in this respect, as employment opportunities in the civil service and in public enterprises are very limited. Ex-combatants could also use their voucher to continue with their *formal education* at a school of their choice.

3.4 Special Target Groups

3.4.1 Female Ex-Combatants

Female ex-combatants often face different reintegration challenges than men. Though there are relatively few, every effort will be made to tailor reintegration assistance to their needs where relevant, for instance through the provision of child care to enable them to participate in a training course, or access to special counselling services. The Executive Secretariat will ensure that special needs and aspirations of female ex-combatants are addressed to the greatest extent possible.

3.4.2 Child Ex-Combatants

Government is committed to enforce non-recruitment and non-participation of children in armed conflicts. In compliance with the provision of the Convention on the Rights of the Child, Government has initiated a demobilisation programme for child combatants. Prior to the resumed outbreak of hostilities in May 1997, few effective programmatic attempts were made to bring child combatants back to their families or to look for alternative placement. Therefore, family reunification along with the efforts on gaining access to formal and basic education and skills training opportunities will be the crux of the social and economic reintegration of child ex-combatants. Already in the DD sites, child ex-combatants will be separated from their adult comrades immediately following registration.

The specific objectives of this component include: (i) ensuring access to health, education, skill training and family mediation services of an estimated 2,500 demobilised child combatants; (ii) continuing the reunification of child ex-combatants with families; (iii) increasing the awareness and improving the capacity of families and communities to protect children; and (iv) enhancing the capacity of Government and NGOs to address the immediate and longer-term needs of former child combatants.

The main activities to accomplish the above objectives are: (i) provision of cash and in-kind assistance to cover basic education fees and enrolment requirements; (ii) provision of educational materials for primary and secondary levels; (iii) training of social workers; (iv) support to training and employment through apprenticeship schemes; (v) enhancing family reunification efforts; and (vi) sensitising receiving communities. The provision of this assistance will be sub-contracted by the Executive Secretariat to qualified agencies and NGOs. However, the Executive Secretariat will retain a monitoring and oversight responsibility for this group (see also Annex E).

3.4.3 Disabled Ex-Combatants

The Executive Secretariat will support medical rehabilitation for all ex-combatants with physical disabilities to help disabled ex-combatants recover (most of) their basic mental and physical faculties to become active and productive members of society. The disabled ex-combatants will be identified during the medical examination in the DD phase and be placed into three categories: (i) those with disabilities of less than 10% (less severely disabled); (ii) those with disabilities of between 10% and 50% (moderately disabled); and (iii) those with disabilities of over 50% (severely disabled). Assistance provided under this component will differ by degree of disability (see also Annex F).

The programme will make available to all disabled ex-combatants free drugs, medical consultations and other services for a limited period of time. Depending on the type of disability and available resources, the programme will also provide supplementary financing to training providers and artisans to accommodate the special needs of disabled ex-combatants (tool kits, facilities, etc.). With regard to their socio-economic reintegration, special counselling will be necessary to address problems of

physical disability as well as social and psychological traumatisation. This counselling will be provided through the RROs and specialised NGOs.

3.5 Social Reintegration

Communities will be challenged by the return of AFSL and RUF ex-combatants. There will be uncertainty and prejudice about the personal conduct of ex-combatants, given the behaviour and acts of violence of RUF combatants and a part of the AFSL soldiers during the Junta government. True reconciliation starts at the grass-roots level, and communities will have to accept the return to their soil of their sons and daughters. At the same time, ex-combatants, whether or not they were personally implicated in vicious acts, will have to earn the community's respect through honest behaviour. Sensitisation, civic and peace education are essential elements of this process, especially in the absence of a clear settlement of ongoing hostilities

Government believes strongly that the DDRP will require an extensive and timely community sensitisation programme in order to ensure that ex-combatants will be able to settle in locations of their choice. To this end, the Executive Secretariat will develop a culturally relevant community sensitisation campaign that will make extensive use of electronic media as well as traditional reconciliation mechanisms and structures. Government through the NCRRR and the Ministry of Information will implement this campaign, in co-operation with the Executive Secretariat. UNOMSIL will be responsible to monitor the human rights situation of ex-combatants in the districts of settlement.

Furthermore, the RROs and ex-combatant counsellors at the district level will organise post-discharge counselling activities for ex-combatants. Such counselling will emphasise community participation and reconciliation dimensions and will focus on the familiarisation with the community-specific situation (social, economic, and natural environment) and local institutions. The RROs may also help organise, through the regional RRR committees, ad-hoc community reconciliation meetings. In cases of more severe war crimes, traditional cleansing ceremonies could be performed through the local chiefs.

Reconciliation meetings and cleansing ceremonies should help communities to accept their returning sons and daughters. They should also alleviate the fears of ex-combatants of acts of revenge by fellow citizens. To demonstrate their value to the communities, it could be decided during these meetings and ceremonies that ex-combatants be required to undertake community services for a certain period of time, e.g. street cleaning, working the fields, fetching water, rehabilitating houses, etc. Finally, to strengthen social cohesion, the programme will finance activities that rebuild community social capital, including adult education programmes, civic and peace education, music and sports groups, the rehabilitation of religious centres, etc. (see also Annex G).

3.6 Linkages with Other Rehabilitation and Development Projects

The envisaged support activities alone cannot be expected to provide sufficient socio-economic reintegration opportunities. Therefore, programme implementation in the regions and districts will be linked to ongoing operations of the NCRRR's Emergency Recover Support Fund as well as of bilateral and multilateral donors and NGOs in order to leverage scarce reintegration programme resources. To this end, *regional project directories* will be developed by the Executive Secretariat through the RROs during programme start-up. These directories, which could also include a review of experiences of various promoters, will form a major basis for the DDRP's information, counselling, and referral services to ex-combatants. Preferential access may be granted to CDF ex-combatants for their role in defending the communities. The Executive Secretariat will co-ordinate with relevant promoters at the central level on an ongoing basis in order to facilitate co-operation at the regional and district levels.

4. Monitoring and Evaluation

4.1 Management Information System

The programme comprises two separate but highly related processes, namely the military process of selecting and assembling combatants for demobilisation and the civilian process of discharge, reinsertion and reintegration. How soldiers are demobilised affects the reinsertion and reintegration processes. Experience gained on reinsertion and reintegration helps plan the selection of combatants and the phasing of demobilisation. To plan, monitor and evaluate the two processes, a management information system (MIS) on the discharged ex-combatants is required (see also Annex H). The MIS will contain the following components:

- A database on basic information of ex-combatants.
- A database on employers, training providers and training courses offered to ex-combatants, as well as on artisans willing to take on ex-combatants as apprentices.
- A database on training and employment records of ex-combatants, and other special services provided to them (especially for the disabled and child ex-combatants).
- An accounting module on payments of the settling-in package, training scholarships and employment subsidies to the ex-combatants.
- A database on the programme's financial flows.

The MIS depends on the satisfactory performance of all those involved in the collection and processing of information. There is, therefore, a need for extensive training of RROs and headquarters staff. Particular emphasis will be given to the fact that the MIS is not only a system of control but also of assistance. Consequently, a constant two-way flow of information between RROs and the Executive Secretariat will be ensured throughout programme implementation.

System functions and maintenance

The MIS will provide a useful tool for planning and implementing demobilisation. In connection with reinsertion and reintegration of ex-combatants, the system is indispensable to the Executive Secretariat in efficiently discharging its duties in planning and budgeting, implementation, monitoring and evaluation. The system serves multiple functions and users. It is also updated from multiple data sources.

The MIS may be conceived as comprising several simple databases that are logically linked together using a unique identifier (ID number). The linkage may look complicated, which means care must be taken to design the system. A short-term MIS expert will be recruited to that end during programme start-up. Yet each database in itself and its operation is simple. To keep the overheads of maintaining the system to a minimum, self-updating and checking mechanism has to be in place. The strategy is as follows:

Creating and updating the databases

- The databases have to be created as part and parcel of implementation. They should not be created as a separate component.
- Similarly, the various databases are automatically updated as part of the administrative and financial procedures.

Safeguarding the integrity of the system

- Ex-combatants and training providers have a vested interest in seeing that they are not under-paid which means the other parties are not overpaid. Thus, in a way, a checking mechanism is automatically in place.
- Besides, the RROs are also keen to ensure that the data contained in the system are correct, as they will reflect upon their performance.
- Finally, no system can be foolproof. A small but effective and independent auditing team has to be in place to periodically check the accuracy of the data.

4.2 Evaluation

An evaluation of programme implementation will be undertaken 1-3 months after the completion of each of the three phases. Each evaluation will consist of two activities. A quantitative evaluation will analyse the databases and existing administrative records and reports, establishing to what extent the programme as well as the individual components have achieved their objectives. As the integration of ex-combatants into the communities is a major factor for the long-term success of the programme, a qualitative evaluation in form of a community and beneficiary assessment will be undertaken, employing direct observation and conversational interviews (key informant and focal group interviews with ex-combatants and community leaders and members). It will be directed towards the ex-combatants as primary and the communities as secondary beneficiaries. Each evaluation will be followed by a multi-donor mission to evaluate programme success, fine-tune the subsequent phase, and identify the required financial resources.

5. Estimated Costs

The costs for the DDRP are calculated on the basis of the following phasing of disarmament and demobilisation and will be under review throughout implementation. (See Table 1):

Table 1
Phasing of Disarmament and Demobilisation

	Total	*Phase 1*	*Phase 2*	*Phase 3*
AFSL	7,000	7,000	-	-
RUF	1,000	1,000	-	-
CDF	25,000	5,000	10,000	10,000
	33,000	13,000	10,000	10,000
of which:				
Child ex-combatants	2,500	2,500	-	-
Disabled ex-combatants	1,000	1,000	-	-

It is assumed that current child and disabled ex-combatants are demobilised under phase I. Also, 5,000 CDF combatants will be disarmed and demobilised. The number of RUF combatants currently holding out in the bush is not known. However, they will be included in the respective phase as and when they surrender.

Total programme costs are estimated at US$ 33.6 million, of which US$ 17.3 million will be required for phase I (see Table 2). Benefits amount to around 90% of programme costs. The cost estimates will

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be reviewed and adjusted according to the lessons learned in preceding phases as well as to the number of surrendering RUF combatants.

Table 2
Estimated Programme Costs

	Total	*Phase 1*	*Phase 2*	*Phase 3*
Demobilization	6,506,000 19%	5,476,000	515,000	515,000
Reinsertion	9,900,000 30%	3,900,000	3,000,000	3,000,000
Training and employment	9,900,000 30%	3,900,000	3,000,000	3,000,000
Child ex-combatants	965,000 3%	845,000	60,000	60,000
Disabled ex-combatants	512,500 2%	512,500	-	-
Social reintegration	385,000 1%	165,000	110,000	110,000
Administration	2,339,800 7%	937,267	701,267	701,267
Total	30,508,300 91%	15,735,767	7,386,267	7,386,267
Contingencies	3,050,830 9%	1,573,577	738,627	738,627
Grand Total	33,559,130	17,309,343	8,124,893	8,124,893

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Annex Section

Demilitarisation, Demobilisation and Reintegration Programme

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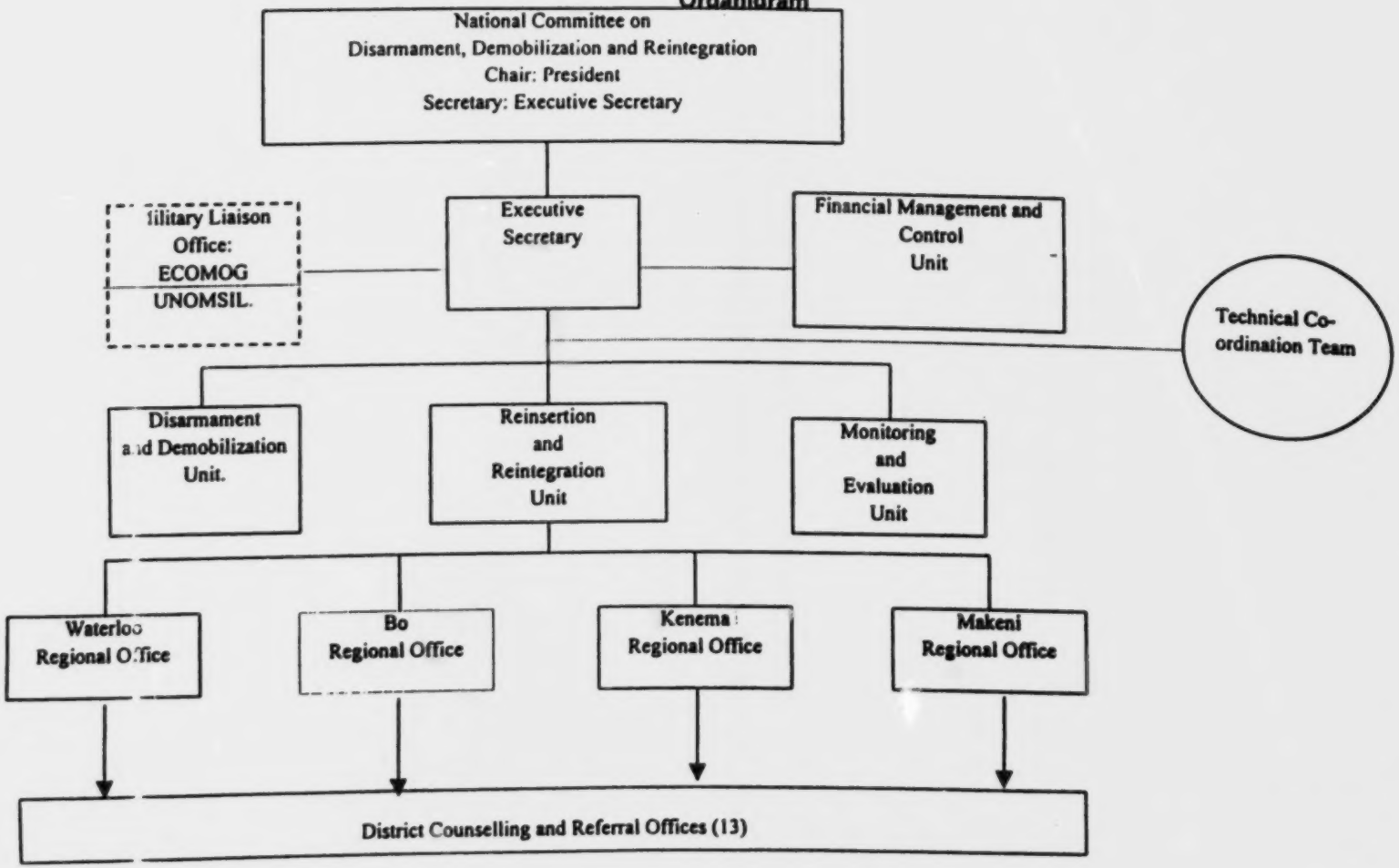
Annex A
National Committee on
Disarmament, Demobilization and Reintegration
Executive Secretariat
Organigram



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Annex B Regional Reintegration Offices

1. Background and Rationale

Ex-combatants commonly lack information about the economic opportunities available to them on their return to civilian life. Furthermore, the longer their formal or non-formal service in the military, the more used they are to the exigencies of military life. Their social capital -- which can be a circle of friends or peers providing information, a sympathetic ear, credit and access to other productive assets -- also diminishes over time. Hence the need to provide information and social and economic counselling services to ex-combatants.

The Regional Reintegration Offices (RROs) are the main link between the ex-combatants, their communities and the central level of program management. As such, the RROs will shoulder the largest part of the burden of efficient and flexible program implementation and, because of their unique position of proximity with the ex-combatants, will automatically constitute the place the ex-combatants will turn to for assistance, help and counselling on a wide array of issues. It is, therefore, essential that the RROs be equipped to respond to the needs of the ex-combatants, and their functions be designed in such a way so as to facilitate program delivery.

2. Objectives

Overall objective

The overall objective of this component is to assist ex-combatants in their social and economic reintegration process by establishing a flexible and efficient Regional Reintegration Office service.

Specific objectives

- Provide counselling and advice to ex-combatants individually, inform them about available opportunities, rights and duties as civilians, and assist them in problem solving.
- Offer referral services to existing employment possibilities, training, credit, and other activities which will ease their reintegration.
- Gather information on progress and problems of ex-combatants and their communities of settlement.
- Provide trouble-shooting services whenever social tensions related to the process of return and reintegration of ex-combatants occur.

3. Functions and Activities

The information and counselling needs of the AFSL and RUF ex-combatants will be markedly different from those of the CDF ex-combatants, having led military lives for a prolonged period of time. CDF members have by and large remained active members of the community, and hence their social networks will have remained in tact. Nonetheless, the information and counselling services will be offered to all ex-combatants as they provide useful assistance not only for reintegration but also for economic and social development. In this respect, general information (e.g. on employment opportunities) can also be made available to the general public.

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The following is an outline of the main functions of the RROs and the activities within those functions:

3.1 Outreach Function

- Contact authorities and organisations working at the regional and district levels.
- Create a network of community facilitators (ex-combatant counsellors) at the district level.
- Regularly visit the districts in order to conduct interviews with ex-combatants and their communities on the process of reintegration.
- Conduct community consultations for the purpose of problem identification as well as initial indication of solutions. These community consultations will also serve the purpose of promoting local participation in the reintegration process, as well as bridging the gap between ex-combatants and their communities of settlement.

3.2 Mapping Function

As a result of the above outreach activities, and based on the information so gathered and processed by the MIS at the Executive Secretariat, reintegration opportunities around the districts will be mapped, and priority areas of intervention identified. These mapping reports will be provided as operational feedback by the Executive Secretariat to the RROs. The priority areas are identified on the basis of the areas presenting the highest level of reintegration problems.

RROs will also gather information to allow the Executive Secretariat to map existing reintegration options, as well as opportunities that have been identified (training, credit, other activities which are likely to create employment). Finally, RROs will gather information which will enable the Executive Secretariat to map social tensions or problems otherwise arising from, and directly related to, the process of return and reintegration of former combatants.

3.3 Solutions Identification Function

The information thus gathered and mapped, along with the constant interaction between RROs and former combatants and their communities, will lead, with the support of the Executive Secretariat, to the identification of appropriate solutions for the various individual problems. The main activities foreseen in this regard are:

- *Counselling*: this will range from psychological and trauma counselling, general social counselling and advice, to assistance to solve practical problems.
- *Referral* to existing reintegration opportunities (wage employment, credit, vocational training, etc.).
- *Trauma counselling and mediation activities* (e.g. land disputes) at the community level to defuse tension or potential tense situations.

Problem-solving will be linked closely to community participation through the regional RRR committees, as well as other formal and informal local bodies, such as a council of elders.

3.4 Monitoring and Reporting Function

RROs will regularly be following up on the developments related to the reintegration process and provide continuous assistance in this regard to ex-combatants. The monitoring and follow up of the solutions identified, as well as the process of reintegration of ex-combatants will constitute the basis for the information update of the country situation. This update will, thus, restart the cycle of outreach activities, mapping of priority areas, etc.

Further responsibilities will include the preparation of monthly reports on the status of implementation of the program, including dates and (quantitative and qualitative) information gathered through the outreach function. These reports and the information collected through these functions will be fed back into the MIS at the Executive Secretariat level for further processing. They will constitute the basis for ongoing program management functions as well as for reporting and evaluating the impact at the community level (see also Annex H).

4. Implementation Arrangements

The Reintegration Unit in the Executive Secretariat will the body responsible at the central level for overall co-ordination of the activities of the RROs in the field. Jointly with the Monitoring Unit, it will be responsible for the regular updating of the central reintegration database into which data and information from the RROs will be fed. With the continuous updating of the database, the Reintegration Unit will have an important planning tool for policy planning, as well as for refocusing program activities and ensuring that responses are tailored to the changing needs of ex-combatants. As a service of the Executive Secretariat, the Reintegration Unit will also have the function of trait d'union between the NCDDR policy level and the decentralised field implementation level.

The Executive Secretariat will open four RROs, one in each region of Sierra Leone, with the responsibility of carrying out the activities outlined above. These offices will be located in Bo (southern region), Kenema (eastern region), Makeni (northern region) and Waterloo (western region). An office in the western region is warranted because (i) a good number of AFSL/RUF ex-combatants is expected to settle there and (ii) daily visits by dozens of ex-combatants would seriously hinder work by the Executive Secretariat headquarters staff. In order to reduce the pull factor for Freetown, this regional office will be located in Waterloo.

The RROs will be staffed by one Regional Reintegration Officer, one accountant, secretarial support and 1-2 ex-combatant counsellors per district (i.e. a total of four per RRO), depending on distribution of ex-combatants in the regions. Visits to the districts and ex-combatant and community interviews will take place regularly (at least once a month), and information will be fed back to the Executive Secretariat. RROs will, therefore, represent the targeting tool at the field level.

RROs staff development (training)

An important element for the success of the RRO service will be an appropriate program of staff development and training. While the details of the training modules and material will require further elaboration, the training will target the following areas:

- financial administration;
- social counselling;
- problem identification and problem solving skills;
- mediation skills;
- community participation techniques; and
- monitoring and evaluation.

The staff training will be an ongoing support activity of RROs by the Executive Secretariat, and will be in the form of workshop with a very practical and problem solving focus.

The main purpose of staff training is to provide the RROs with the appropriate skills to deal with the field implementation of the program in all its aspects. The training program will aim at creating RRO teams as reintegration agents who will accompany ex-combatants and their communities throughout the

reintegration process. As part of the staff development component, periodical reviews of local program implementation will be carried out through backstopping workshops.

These workshops will provide indications and lessons learned which will assist Executive Secretariat and RRO staff in adjusting their procedures and intervention modalities, as well as indicating corrective measures for the staff training program.

5. Cost Estimate

Direct costs for the RROs are estimated at US$ 662,000 for recurrent expenses (including salaries) and US$ 35,000 for equipment, hence a total of US$ 697,000. For phase I, costs are calculated at approximately US$ 256,000.

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Annex C Disarmament and Demobilisation

Disarmament and demobilisation (DD) will vary by phase and target group, though a number of key activities will be undertaken throughout. An operational plan for phase I has already been prepared. For proper preparations of the following phases, a generic discharge process is presented in this annex and summarised in the attachment. All the below-mentioned activities require detailed planning. Because of the complexity of the discharge process, a DD advisor will be recruited externally for up to one year. The DD unit and the military liaison office will work in close collaboration with ECOMOG and UNOMSIL to undertake all these activities. ECOMOG will have overall responsibility for security throughout DD operations. UNOMSIL will be responsible to monitor the human rights situation at the DD sites.

A demobilisation operation essentially consists of ten steps:

1. preparation of a demobilisation plan;
2. preparation of the discharge process;
3. transport of combatants (and family members) to the DD sites;
4. identification and disarmament;
5. registration and separation into target groups;
6. medical screening;
7. production and issuance of ID cards;
8. pre-discharge orientation;
9. payment of the departure allowance; and
10. assembly and transport to districts of choice.

It is to be noted that for phase I, several reintegration activities will already commence at the AFSL/RUF DD sites, such as information and counselling as well as vocational training. These activities will be implemented by temporarily resident RRO staff and specialised NGOs, respectively.

1. Preparation of a Demobilisation Plan

For phase I, the AFSL/RUF combatants to be demobilised are already located in several DD sites. However, for subsequent phases, the Executive Secretariat through its military liaison office will, in close collaboration with ECOMOG and UNOMSIL, consider the following activities:

- determining the number of combatants to be demobilised by (formal or informal) unit and district of settlement;
- determining the total number of persons to be transported;
- determining the number of DD sites required;
- determining the phasing of demobilisation per unit and DD site;
- identifying and inform the combatants to be demobilised; and
- preparing computerised demobilisation lists per unit and DD site.

This process will apply in particular for CDF ex-combatants. For RUF combatants, who may surrender in an orderly or uncoordinated fashion, a more flexible plan will need to be prepared.

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2. Preparation of the Discharge Process

In preparation of the discharge process, the following activities will be undertaken by the Demobilisation Unit and the military liaison office, in close collaboration with ECOMOG and UNOMSIL:

- identifying the DD sites;
- preparing the DD sites to accommodate the combatants (shelter, food, medical and sanitary facilities). NGOs will be contracted by the Executive Secretariat to that end;
- preparing special facilities for disabled, female and child combatants;
- preparing facilities for the discharge teams (shelter, offices);
- preparing stations for discharge procedures (pre-discharge orientation, payment of departure allowance, medical screening, etc.) per target group; and
- ensuring road access.

3. Transport to DD Sites

For phases II and III, transport arrangements to the DD sites for combatants include the following activities:

- preparing a logistics plan, based on the location of the (formal and informal) units and the DD sites;
- identifying the combatants to be demobilised;
- disarming combatants in their units (if applicable);
- transporting combatants to the DD sites; and
- providing security during transport.

These activities will be undertaken by ECOMOG. However, the Demobilisation Unit and the military liaison office of the Executive Secretariat will be regularly informed and be provided with pertinent, computerised information to better plan discharge operations.

4. Identification and Disarmament

Once the combatants have arrived at the DD site, their identity will be verified by the Executive Secretariat DD unit on the basis of computerised discharge lists and/or other forms of identification, if available (e.g. national identity cards, military service cards, triangulation by local verification committees for RUF combatants, etc.). Phase I AFSL/RUF ex-combatants have already been disarmed. For CDF and future RUF combatants, ECOMOG will collect and destroy all arms after their arrival at the DD site or upon surrendering (see attachment). Each combatant will be given a receipt for the weapon(s) handed over.

5. Registration and Separation into Target Groups

A well planned registration exercise has to be mounted in the DD sites to collect the information required for constructing the information system. For each combatant, staff from the Executive Secretariat and/or specially recruited personnel will fill in a socio-economic questionnaire at the DD site. The questionnaire will include information on demographic and household characteristics, assets, education and health, and aspirations and needs. Special modules will be filled in for child ex-combatants and disabled ex-combatants. The Monitoring Unit will then computerise this information at headquarters and prepare a socio-economic profile of ex-combatants to fine-tune program interventions,

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if required. This database will also serve as a baseline for the collection and analysis of monitoring data during program implementation.

The following preparatory activities will need to be undertaken:

- designing the socio-economic questionnaire (with pre-printed, unique serial numbers);
- pre-testing the questionnaire;
- acquiring necessary hardware (PCs, printers);
- programming the software;
- selecting and training staff from the Executive Secretariat or other enumerators; and
- identifying data entry and analysis arrangements.

6. Medical Screening

A medical screening will be part of the discharge process. The purpose of this activity will be to identify serious diseases or impairments which may affect the ex-combatants' future ability for economic and social reintegration. It will also indicate specific needs for different types of rehabilitation interventions.

The medical screening will be contracted by the Executive Secretariat to specialised NGOs. The screening procedure will be undertaken separately for each target group and will include:

- administering of a health questionnaire (nurse; see attached);
- measuring of height, weight, and sight (nurse);
- undertaking a tuberculin test (nurse); and
- undertaking a brief medical examination, including psychological screening (physician).

The health questionnaire will include information on self-rated general health condition; injuries and other major traumatic experiences; operations and hospitalisations; and history of known diseases. The symptom list will include *inter alia* cough, chronic diarrhoea, fever, symptoms of sexually transmitted diseases, alcohol and drug consumption, psychiatric symptoms related to previous trauma, and symptoms of epilepsy. The physical examination will include, *inter alia*, visible injuries, internal injuries, amputations, severely impaired vision and hearing, paralyses, and signs of substance abuse.

Local staff participating in the medical screening process may need preparatory training of short duration. The data will be processed and computerised by the Monitoring Unit as part of the program's management information system. Pertinent results of this screening may be reflected in the discharge certificate or identity card for accessing special program benefits. Alternatively, the ex-combatant may be provided with a special health certificate.

The medical screening will be based on low technology utilisation. Financial considerations inhibit more elaborate activities such as blood testing and x-ray screening. Moreover, the necessary treatment of identifiable diseases is beyond the reach of the program. The results of the screening will, therefore, be communicated swiftly to the health authorities and NGOs active in the field for appropriate action.

7. Production and Issuance of ID Cards

Prior to registration, the Executive Secretariat will prepare questionnaires and ID cards with pre-printed, unique serial numbers. Pertinent information for the personnel records will be collected using the socio-economic questionnaire (see above). The serial number helps to match the questionnaire with the photograph to be taken. It is also used for control purposes: The serial number, which will be

marked in large fonts on the back of the questionnaire, will be shown in the photograph as the combatant holds the questionnaire in front of him/her.

The ID card will contain: full personnel particulars, next-of-kin, home address (chiefdom), date of discharge, target group (normal, child, disabled), and entitlements section (reinsertion and reintegration). In addition, a discharge certificate, signed by the NCDDR Chairman or Executive Secretary and containing the same information but no photograph, will be presented to the ex-combatant at the DD site. Each ex-combatant will have to produce this discharge certificate to receive his/her ID card.

The ID cards will be filled in by local staff and signed and thumb-printed by the ex-combatants at the DD site. They will be further processed by the Demobilisation Unit at headquarters. The photograph (head and shoulders only) will then be attached to the respective ID cards. Thereafter, the ID cards will be laminated and returned to the ex-combatant personally at the DD site. Each ex-combatant will have to sign and thumb-print a receipt. Pertinent information regarding the use and safekeeping of the ID card and discharge certificate will be included in the pre-discharge orientation program.

The following preparatory steps are required:

- acquiring identification equipment (cameras, laminator, films and batteries);
- designing the identity card, including security elements (e.g. special lamination), and the discharge certificate;
- pre-producing the ID cards and discharge certificates with unique serial numbers;
- selecting and training the Demobilisation Unit members and other staff involved in the registration process.

8. Pre-Discharge Orientation

Pre-discharge orientation is an essential element in the discharge process. The objectives of this orientation will be to provide ex-combatants with essential information about:

- program benefits and payment procedures, including safeguarding of the ID card and discharge certificate;
- land, employment, and other economic reintegration opportunities;
- the role of RROs and ex-combatant counsellors;
- health issues (including services and cost-sharing at local health facilities, preventive care, first aid, and basic education on AIDS and on access to resources for counselling and support);
- community social networks and reintegration experiences of ex-combatants (for later phases); and
- civic duties, peace education and women's legal rights.

The pre-discharge orientation program will be implemented in modules, each covering one or more of the above-mentioned topics. Each special target groups will be administered separately, and special modules will be developed for child ex-combatants, female ex-combatants, and disabled ex-combatants.

A booklet on "What the Ex-combatant must know" will be prepared and distributed to ex-combatants at the time of pre-discharge orientation. This booklet will be translated and provided in local languages, offering both the "official" English language edition of the booklet and the appropriate local language(s). A consultant/NGO will be identified and hired by the Executive Secretariat to develop and implement this activity program. RROs will also be included in the exercise.

9. Payment of Departure Allowance

Eligible ex-combatants will receive the first tranche of their settling-in package prior to leaving the DD site. Payment will be effected in cash and will be administered by the Finance and Demobilisation Units. Specific activities include:

- designing a payment slip;
- designing the actual payment procedures;
- selecting and training the payment team;
- transporting to, and safeguarding the funds at, the DD sites;
- paying the departure allowance against verification of identity (ID card or discharge certificate, signature/thumbprint);
- advising ex-combatants about the use of the departure allowance (reinforcing the pre-discharge orientation program); and
- arranging for security throughout payment operations.

10. Assembly and Transport to Districts of Choice

The organisation of transport from the DD sites to the destinations of choice will be the responsibility of the Demobilisation Unit. To effectively carry out this operation, the following activities will be undertaken:

- developing a logistics plan;
- contracting public and private transport providers;
- taking out transportation insurance (life, cash);
- identifying and assembling ex-combatants according to their destination of choice;
- transporting ex-combatants to nearest feasible district of choice;
- providing security escorts through ECOMOG;
- supervising the transport through UNOMSIL.

Transport will be to the nearest feasible district of choice which may not coincide with the actual location of settlement. Hence, many ex-combatants will have to proceed to their final destination. To the extent possible, district and religious authorities will be requested to assist in identifying temporary shelter in the district towns until ex-combatants can proceed. They will also help identify private or public transport facilities to the final destinations.

11. Cost Estimate

Total costs for disarmament and demobilisation are estimated at US$ 6.5 million. For phase I, costs are estimated at US$ 5.5 million, including approximately US$ 3.5 million for food supplies for six months for the encamped AFSL and RUF ex-combatants. The operational plan prepared separately for phase I demobilisation of AFSL and RUF ex-combatants contains detailed calculations. It is assumed that CDF ex-combatants will remain at DD sites for no more than one week. For phases II and III, the discharge process is estimated to cost US$ 515,000 per phase, for 10,000 CDF combatants each.

Summary profile of Target groups.

GROUP A:

NAME	BARRACKS SITE LOCATION	NUMBER OF TROOPS
AFSL/RUF	Lungi	4,183
	Bo	?
	Kenema	?
	Makeni	?
TOTAL		7,000

The primary target group under the current phase of the DDR process consists mainly of combatants of the former Armed Forces of Sierra Leone and to some extent, some members of the Revolutionary United Front who were either captured or surrendered. These are currently held in the Lungi camp and various up-country camps around the country and are estimated at 7,000 combatants. This figure is anticipated to rise due to increasing pressure from ECOMOG forces and government extension of the amnesty period resulting in further capitulation of the remnants of the rebel forces.
In addition, a significant proportion of the CDF membership is expected to be processed during this phase. However the priority of the government is to identify the estimated 5,000 members of this composite group as the basis for programming their involvement within the current phase of DDR.

GROUP B

NAME OF CDF	LEADERSHIP AND STRUCTURE	ETHNIC COMPOSITION	PROVINCIAL CONCENTRATION	GIVEN ESTIMATE
Donsos	Paramount chief/ horizontal	Kono/ Kissi	Eastern	?
Kapras	Paramount chief/ horizontal	Temnes	Northern	?
Tamaboros	Paramount chief/ horizontal	Koranko/ Yalunka	Northern	?
Kamajors	Paramount chief/ horizontal	Mendes	South province	?
TOTAL:				25,000

Note: *An in-depth profile study has been initiated by GOSL/NCDDR with funding from the UNDP to establish both the composition and the accuracy of the number of CDF in the*

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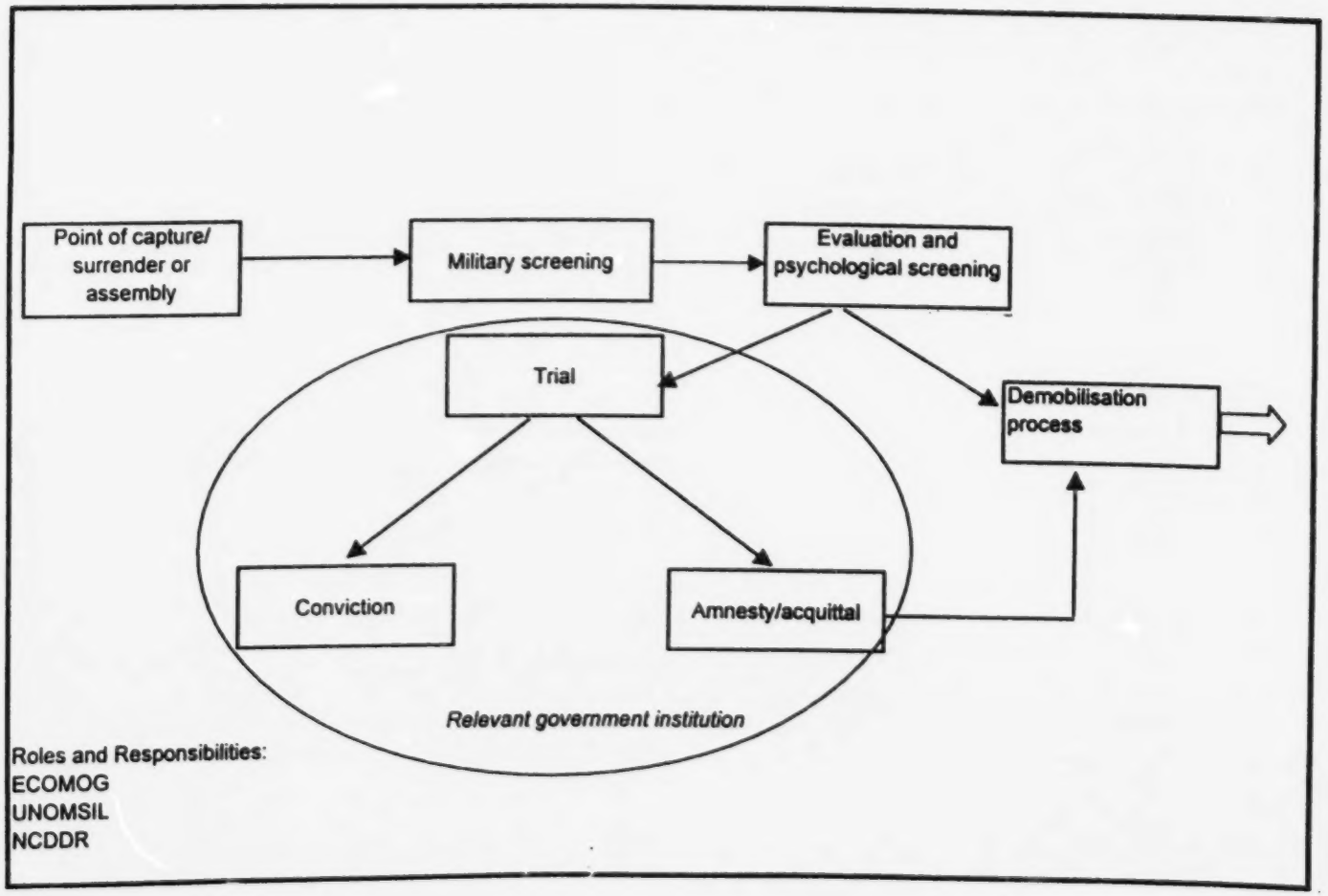
DISARMAMENT PROCESS



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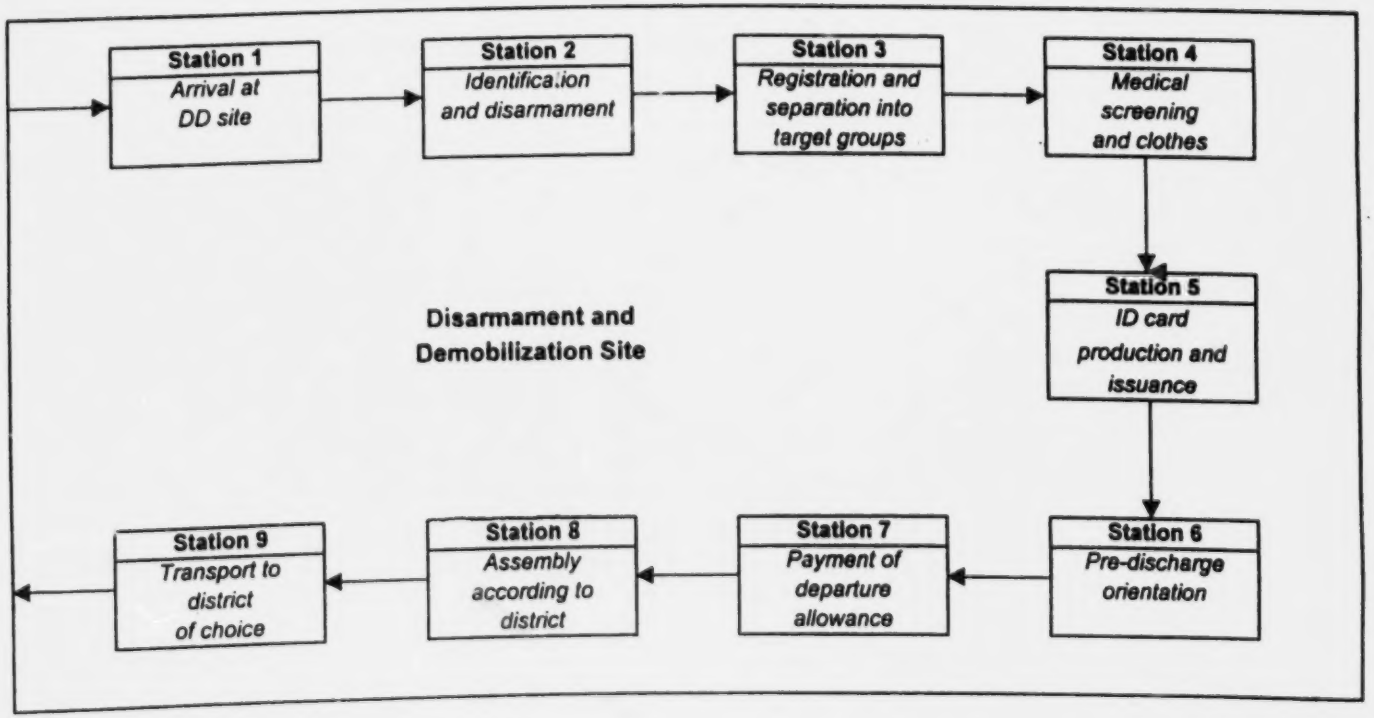
Discharge Process



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DDR PROCESSES,COMPONENTS AND ACTIVITIES. GROUP: AFRSL & RUF

TIME:	COMPLETED	PARTLY COMPLETED	JULY - AUG.	AUG -DEC	JAN. 1999	
DDR MODULE	•RECEPTION AND ASSEMBLY: •Set up assembly areas •Secure subsistence. •Supervision of assembly areas. •Address security issues	•DISARMAMENT & REGISTRATION: •Weapon collection. •Weapon Disposal, conversion & control. •Personal & arms registration. •Provision of ID cards &data collection	•ON-CAMP MANAGEMENT: •Dev. camp management program. •Improve camp condition. •Interim activities for pre-discharge orientation.	•PRE-DISCHARGE ORIENTATION: •Advise on rights and benefits. •Counselling& civic education. •Vocational & skills training. •Literacy courses.	•DISCHARGE AND REINSERTION: •Prepare discharge document. •Provision of transport to home region •Settling -in packages •Information to local authority and referral centres.	REINTEGRATION: •Design and pre-position multi-sectoral and community based reintegration program.
ACTIVITIES	•Supply of food and water •Medical facility. •Improved shelter. •Support for dependants.	•Provide logistics and technical equipment for registration. •Establish mechanism for arms control, systems for conversion and for averting recycling of armaments •Socio-classification of target groups.	•Dev. Program for mental and physical conditioning of ex-combatants. •Initiate process for improvement of camp facilities. •Elaborate and implement activities for pre-discharge orientation.	•Initiate public awareness campaigns. •Conduct civic education programs. •Design &implement vocational and skills improvement programs. •Provide information on reintegration measures.	•Plan for logistics and transport. •Provide transitional support packages. •Prepare local communities and referral centres for the reinsertion and reintegration of ex-combatants.	•Provide referral services with regard to ERSF access.
IMPLEMENTING PARTNERS	•ECOMOG •UNOMSIL •NCDDR •DFID	•ECOMOG •UNOMSIL •NCDDR •DFID •UNICEF	•ECOMOG •UNOMSIL •NCDDR •UNDP •DFID	•UNICEF •LOCAL NGOs •INTERNATIONAL AGENCIES •UNDP •NCDDR	•ECOMOG •UNOMSIL •NCDDR •NGOS	•NCDDR •NCRRR •OTHER AGENCIES

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DDR PROCESSES,COMPONENTS AND ACTIVITIES. GROUP: CDF

TIME: JULY → AUGUST1998

DDR MODULE	•RECEPTION AND ASSEMBLY: •Set up assembly areas •Secure subsistence. •Supervision of assembly areas. •Address security issues	•DISARMAMENT & REGISTRATION: •Weapon collection. •Weapon Disposal, conversion & control. •Personal & arms registration. •Provision of ID cards &data collection	•PRE-DISCHARGE ORIENTATION: •Advise on rights and benefits. •Counselling& civic education. •skills Inventory..	•DISCHARGE AND, REINSERTION: •Prepare discharge document. •Provision of transport to home region •Settling -in packages •Information to local authority and referral centres.	REINTEGRATION: •Design and pre-position multi-sectoral and community based reintegration program.
ACTIVITIES	•Supply of food and water •Medical facility. •Improved shelter. •Support for dependants.	•Provide logistics and technical equipment for registration. •Establish mechanism for arms control, systems for conversion and for averting recycling of armaments •Socio-classification of target groups.	•Initiate public awareness campaigns. •Conduct civic education programs. •Design &implement vocational and skills improvement programs. •Provide information on reintegration measures.	•Plan for logistics and transport. •Provide transitional support packages. •Prepare local communities and referral centres for the reinsertion and reintegration of ex-combatants.	•Provide referral services with regard to ERSF access.
IMPLEMENTING PARTNERS	•ECOMOG •UNOMSIL •NCDDR •DFID	•ECOMOG •UNOMSIL •NCDDR •DFID •UNICEF	•UNICEF •LOCAL NGOs •INTERNATIONAL AGENCIES •UNDP •NCDDR	•ECOMOG •UNOMSIL •NCDDR •NGOS	•NCDDR •NCRRR •OTHER AGENCIES

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(CONFIDENTIAL)

NCDDR

SOCIO-ECONOMIC SCREENING QUESTIONNAIRE FOR PERSONS ARRIVING AT RECEPTION CENTRES

Do Not Write in this Space

SERIAL NUMBER:

SECTION A. PERSONAL DETAILS

1. Name:		2. Sex: Male/Female	3. Marital Status:	
4. Nationality:	5. Date of Birth:	6. Place of Birth:	7. If S/L, Town:	Chiefdom:
8. Name of Paramount Chief/Town Chief:				
9. Address (Permanent):		10. Address (Present):		
11. Dependants: Name		Relationship	Age	Educational Status
			(additional sheet if necessary)	

SECTION B. EDUCATIONAL STATUS AND SKILLS

12. Educational Level:	13. Occupation:	14. Additional Skills:

SECTION C. WAR EXPERIENCE

15. Where did you join? District:	Chiefdom:	Town:	16: Date joined:	
17. Method of joining	18. ID. Number	19. Rank:		
20. Commanding Officer(s)/Training Instructor(s)				
21. Items Supplied to you i.e.. weapons, uniforms, etc.	22. Items surrendered			
ITEMS	ITEMS	TO WHOM?	WHERE?	WHEN?
23. Your main role:	24. Additional role:			

SECTION D. REHABILITATION/RE-INTEGRATION

25. Where do you want to settle?: District: Chiefdom: Town:
26. Why do you want to settle there? (Family, Work, Education, etc.)
27. List any valuable fixed assets you have there. (Land, House, etc.)
28. Do you anticipate any trouble in settling there? (a) Yes (b) No If yes, describe
29. What job will do there?
30. Who are your immediate relatives/family? (names and description) Where are they now? Where were they during the war?
31. Do you want any skill training? (a) Yes (b) No If yes, what training?
32. Will you participate in community based programs? (a) Yes (b) No If yes, which one?

I wish to accept the Government of Sierra Leone's term and conditions of reconciliation and re-integration. Date: Signature/Right thumb print

Interviewer: Signature/Date:

/...

NCDDR

MEDICAL SCREENING QUESTIONAIRE FOR PERSONS ARRIVING AT RECEPTION CENTRES

Do Not Write in this Space

SERIAL NUMBER:

I certify that the statements made by me in answer to the questions below are, to the best of my knowledge, true, complete and correct.

Date:..... Signature:.....

SECTION A. PERSONAL DETAILS

FAMILY NAME:	GIVEN NAMES:	MAIDEN NAME (FOR WOMEN ONLY)	SEX ☐ M ☐ F
ADDRESS:	DATE OF BIRTH:	PLACE OF BIRTH:	
NATIONALITY:	PRESENT MARITAL STATUS:		
MILITARY RANK:	NUMBER OF YEARS OF SERVICE:		

SECTION B. HISTORY OF KNOWN DIESEASES

1. Have you suffered from any of the following diseases or disorders? Check yes or no. If yes state the year.

YES NO Date		YES NO Date		YES NO Date		YES NO Date	
Urinary disorder		Heart and blood vessel disease		Back pain		Kidney trouble	
Fever		Pains in the heart region		Epilepsy		Kidney stones	
Asthma		Varicose veins		Diabetes		Sleeplessness	
Tuberculosis		Frequent indigestion		Malaria		Fainting spells	
Pneumonia		Ulcer of stomach or duodenum		Gonorrhoea		Frequent headache	
Pluerisy		Frequent sore throats		Any other STD		Tropical disease	
Jaundice		Repeated bronchitis		Skin disease		Amoebic dysentery	
Rheumatic fever		Any nervous or mental disorder		Hernia		Chronic diarrhoea	
Haemorrhoids		High blood pressure		Joint problems		Gall stones	

2. Are you being treated for any condition now? Describe:
3. Have you ever coughed up blood?
4. Have you ever noticed blood in your stools? In your urine? Give details:
5. Have ever been hospitalized (hospital, clinic, etc.)?
6. Have you had any injuries/accidents as a result of which you are partially disabled? If so, what and when?
7. Have you ever consulted a neurologist, a psychiatrist or a psychoanalyst?
   If so, please give his/her name and address:
   For what reason? Date of consultation:
8. Are you taking any medicine regularly? If so, which?
9. Have gained or lost weight during the last three years? If so, how much?
10. Have you ever being traumatised? If so, how and where?
11. Do you consider yourself to be in good health? Do you have full work capacity?
12. Do you smoke regularly? Yes No If so, what do you smoke Cigarettes Pipes Cigar
    For how many years have you smoked? How much per day?
13. Daily consumption of alcoholic beverages:
14. Has any doctor or dentist advised you to undergo medical or surgical treatment in the foreseeable future?
    Give details:
15. Give any other significant information concerning your health:
16. **FOR WOMEN** Are your periods regular? Yes No Do you take contraceptive pills Yes No If so, for how many years have you been diong so?
    Are they painful? Yes No
    Do you have to stay in bed when they come? Yes No Have you ever been treated for a gynaecological complain?
    If so, for how long? Date of your last period: Yes No If so, what for:

/...

SECTION C: GENERAL APPEARANCE

Skin: _____ Height (cm): _____ Weight (kg): _____ Scalp: _____

SIGHT, MEASURED VISUAL ACUITY

Gross vision	: Right	_____	Left	_____	Pupils: Equal? _____ Regular? _____
Vision with spectacles	: Right	_____	Left	_____	Fundi (if necessary): _____
Near vision	: Right	_____	Left	_____	Colour vision: _____
With correction	: Right		Left		

HEARING (test by whispering)	Right	: Normal	Sufficient: _____	Insufficient: _____
	Left	: Normal	Sufficient: _____	Insufficient: _____
	Ear drum	: Right	Left:	

NOSE - MOUTH- NECK

Nose _____ Pharynx: _____ Tooth: _____
Tongue: Tonsils: Thyroid: _____

CARDIOVASCULAR SYSTEM

Pulse rate: _____ Auscultation: _____ Peripheral arteries
Rhythm: _____ Blood pressure: _____ carotid: _____
Apex boat: Varicose veins: Posterior tibial _____
dorsalis pedes

RESPIRATORY SYSTEM

Thorax: Breasts

DIGESTIVE SYSTEM

Abdomen: Spleen _____
Liver _____ Hernia _____
Rectal examination: _____

NERVOUS SYSTEM

Pupilary rreflexes: (-To light: _____ Plantar reflexes: _____
(-On accommodation: _____ Motor functions: _____
Sensory functions: _____
Patellar reflexes: _____ Muscular tonus: _____
Achilles reflexes: Romberg's sign:

MENTAL STATE

Appearance: Behaviour:

GENITO-URINARY SYSTEM

Kidneys: Genitals:

SKELETAL SYSTEM

Skull: Upper extremities: _____
Spine: Lower exttremities:

LYMPHATIC SYSTEM

SECTION D: COMMENTS (Please comment on all the positive answer given by the candidate and summarise the abnormal findings)

/...

SECTION E: CONCLUSIONS (Please state your opinion on the physical and mental health of the person.)

The examining doctor is requested to verify the questionnaire.

Name of the examining physician:

Address: _____ Signature: _____ Date: _____

_____

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Annex D Training and Employment Fund

1. Background and Justification

The chances of success in finding gainful employment upon discharge are influenced by (i) the competitiveness of the ex-combatants vis-à-vis that of the other job seekers in the labour market and (ii) the prevailing employment situation in the country. These factors will be taken into account in designing reintegration assistance measures. In addition, training bottlenecks and constraints in implementation capacity cannot be ignored.

Employability of ex-combatants

The socio-economic profile of AFSL soldiers is relatively favourable. Many have advanced formal education levels and marketable skills. However, these skills may not be the most appropriate in the civilian labour market. Moreover, they are less likely to have social assets to assist them in finding jobs. RUF ex-combatants in particular, being younger and mainly from rural areas where educational levels are generally lower, will face more acute skills problems. This means that technical and vocational training are required by ex-combatants so that they can compete with other job seekers.

Employment opportunities

Competition for jobs is very keen. As regards employment opportunities, the bulk is in the agricultural and informal sectors where growth has been hampered by insecurity and displacement. Formal wage employment is very limited, especially for illiterate and unskilled ex-combatants. Most potential employment opportunities are, therefore, generated from self-employment, in micro or small enterprises, usually one-person or family-based. These enterprises mainly cater for the local markets, where some specialisation exists.

Training bottlenecks

A number of formal training centres is operated by NGOs. Technical and vocational courses offered are fairly limited in range, with emphasis on conventional trades such as construction, tailoring, electrical and electronic repair and welding. Overall, the training capacity in Sierra Leone available is limited. Many centres are located in urban areas, and the courses are in trades which may not be relevant in rural settings.

2. Objectives

- Assist ex-combatants to increase their educational or skills level and thereby improve their economic viability and reintegration prospects.
- Refer ex-combatants to employment opportunities.

3. Activities

A training and education fund (TEF) will be established at the regional level. The TEF will provide ex-combatants with scholarships/vouchers to access formal education, apprenticeships or vocational training, and will subsidise employment opportunities where possible. The fund will provide:

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- *Formal education* for ex-combatants who wish to complete their primary or secondary education cycle. Higher education will also be eligible for funding although costs will be covered only in part.

- *Vocational/practical education and training.* Financial assistance can be provided for technical and vocational training of varying lengths as well as for appropriate short courses (masonry, carpentry, bookkeeping, agriculture courses, micro-project management etc.).

- *Group training* by a master craftsmen. Financial assistance can be provided to organised groups of ex-combatants and civilians so that craft specialists (e.g. masons, iron workers, bakers, mechanics or tailors) can be employed as technical advisors on a short-term basis in order to provide on-the-job training.

- *Employment creation* through a subsidised apprenticeship or placement in: (i) labour-intensive public works; (ii) formal enterprises in the private sector; and (iii) informal small-scale enterprises.

Expanding training provision through contract training

Training institutions will be selected competitively on the basis of proven capacity and the relevance of the courses offered. Emphasis will be given to those operating in the rural areas. The amount of payment will depend on the number of ex-combatants enrolled. This will create an additional incentive for training institutions to design more relevant courses, in stepping up their efforts to publicise their work. These activities will benefit the local communities in general.

The capacity of the local training providers may require strengthening. Training providers which have potential need to be identified. Funds may have to be made available to them to enable them to assess market requirements, draw up training courses, recruit trainers and conduct the course. These training providers can be assisted by the RROs. The two parties have to work together in identifying employment opportunities, conducting training and finally placing the ex-combatants.

Employment generation through apprenticeships and employment subsidies

Employment creation could take the form of a subsidised apprenticeship scheme. For micro and small enterprises, apprenticeship is mostly family-based. Thus, opportunities open to the ex-combatants are very limited. Alternatively, employment creation under the TEF will take the form of subsidised apprenticeships, where employers are paid for part of the wages of ex-combatants for a specified period of time (up to six months). This scheme is applicable to wage employment in the formal and informal sectors.

Job opportunities and placement can be found in: (i) labour-intensive public works; (ii) formal enterprises in the private sector; and (iii) informal small-scale enterprises. The amount of subsidy offered to entrepreneurs, public works or informal small scale enterprises, will be discussed case by case between the employer and the RRO. The apprenticeship and employment subsidies can be cash bonuses for private entrepreneurs and owners of micro-enterprises in the informal sector for each job created for an ex-combatant.

4. Implementation Arrangements

In order to shorten the tim[illegible] of those ex-combatants, vocational training activities for AFSL/RUF ex-combatants will commence at the DD sites already prior to discharge. Specialised NGOs will be contracted by the Executive Secretariat to that end, according to the principles of course content and orientation outlined above. Other funds will be allocated to the four RROs in proportion to the number of ex-combatants in the respective region. The Executive Secretariat will retain 20% of the

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total centrally as a reserve and allocate resources as and where demand exceed supply. The TEF will be administered by the RRO, assisted by the regional education officer and supplemented as necessary by drawing on other members of the regional RRR committee.

The RRO assisted by the regional education officer will assess the individual needs of ex-combatants, the type of training in relation to their needs and qualifications and the cost of the training in relation to its expected returns. The Executive Secretariat will develop guidelines for application selection, which should include an asset list and an income projection, and will monitor the awarding of training and employment scholarships, paying particular attention to the proportions of scholarships awarded in each category in the various regions.

The voucher system

Wherever feasible, training *vouchers* and *scholarships* will be offered to ex-combatants who may use it for training, apprenticeships or employment subsidies. Thus, the bulk of the fund will be earmarked, in the form of vouchers for spending by the ex-combatants. The money is thereby spent directly on the ex-combatants rather than the institutions or employers. Nevertheless, the money will not be paid directly to the ex-combatants, but will be paid to the institution or employer upon the ex-combatants cashing their vouchers. The vouchers will be designed by the Executive Secretariat in such a way so as to minimise misuse, for instance by relating them to the ex-combatants' ID card.

The idea of a voucher system is that ex-combatants can choose between training courses and employment subsidies (apprenticeships), depending on their needs and opportunities available. They can also choose training providers offering programs which best meet their needs. The arrangement allows the market to decide the split between employment subsidy and training bonus, which could vary considerably from community to community. Furthermore, this arrangement will also encourage competition, in favour of the more efficient and better run training institutions which offer more relevant courses. The voucher system will help to attract training providers to the rural districts, thus also benefiting the local population at large.

Linking training to employment

The vouchers could be used flexibly to combine training and apprenticeship. For example, the ex-combatants could purchase some initial training of short duration (which may vary for different trades) and then cash the remaining value of the voucher for a shorter period of subsidised employment or self-employment. Besides, the vouchers can be used at the time the ex-combatants find there is a need to do so. Because the control over the use of vouchers rests with the ex-combatants, the economic incentive is there to maximise utility of the vouchers. This arrangement also encourages the ex-combatants to carefully match training with placement opportunities, increasing the relevance and effectiveness of training.

Local labour and product market assessments will be undertaken by the regional offices at the district level, identifying where demand for training and labour is the strongest. Regarding the formal sector, the RROs will collaborate with the local labour office to create a database for prospective employers. This information will be used to match the particular job and personal profiles. Given the low literacy level of most ex-combatants, vocational and informal sector training may also contain a functional literacy component.

Imperfections in the prevailing training and employment conditions

While the built-in mechanism for inducing a demand-driven training system might well work on paper, it has to be recognised that this cannot be left to the market alone. In the first place, the ex-combatants

being new to the communities are ignorant as to what the potential employment opportunities are. Even if they know, they lack the social assets to fully exploit opportunities thus identified. Secondly, the training providers, including many NGOs, are not yet prepared to take on the demands and challenges placed upon them, given ongoing hostilities in several parts of the country.

The information, counselling and referral component, implemented through the RROs and ex-combatant counsellors, will assist to match training needs of ex-combatants with opportunities in both the training and employment markets. Furthermore, the role and contribution of the community leaders and local organisations has to be recognised. They have a vested interest in seeing that the ex-combatants integrate and make a lasting contribution to the local economy. The RROs will work with them in providing training and employment to the job seekers, ex-combatants and civilians alike.

Contracting and private sector involvement

Complementing the voucher system, the TEF will provide direct assistance through *training contracts* to be awarded on a competitive basis, to local training agencies (public and private, including NGOs) to develop courses geared to the skill needs of the ex-combatants and the labour market of rural communities. In principle, all major services which require specialised expertise should be contracted through normal tender procedures. This avoids costly overhead structures and unnecessary parallel structures. Payments for services should be related to success. For instance training packages will be paid partly up front and partly upon successful passing of tests. Such procedures ensure highest commitment and cost effectiveness.

Wherever possible the private sector will be invited to participate in tendering for services to be delivered to ex-combatants. This will allow competition with governmental institutions and NGOs. Involvement of the private sector, both formal and informal, in subsidised apprenticeships with training-on-the job will lead to the most practical preparation of ex-combatants (and child ex-combatants) for integration into the economy.

5. Cost Estimates

The training and employment fund is estimated to amount US$ 9.9 million, with each ex-combatant receiving assistance of on average US$ 300 per course, apprenticeship or employment subsidy, including tools. Phase I is calculated at US$ 3.9 million. It is to be noted that CDF ex-combatants could use their vouchers also for other purchases that enhance their income potential. Hence, actual training and employment costs may be lower.

Annex E Assistance to Child Ex-Combatants

1. Background and Justification

There are currently an estimated 2,500 child combatants under arms, recruited in particular by the RUF and CDF. Government is committed to enforce non-recruitment and non-participation of children in armed conflicts. In compliance with the provision of the Convention on the Rights of the Child, Government has initiated a demobilisation program for child combatants. Child ex-combatants will be separated from their adult comrades immediately following registration at the DD sites. There will be no distinction between AFSL/RUF/CDF child ex-combatants.

Prior to the resumed outbreak of hostilities in May 1997, few effective programmatic attempts were made to bring child combatants back to their families or to look for alternative placement. Therefore, family reunification along with efforts on gaining access to formal and basic education and skills training opportunities will be the crux of the social and economic reintegration of child ex-combatants. The NCDDR will make sure that no child combatants remain under arms.

2. Objectives

- Ensure that access to health, basic education, skills training and family mediation services are provided to all demobilised child combatants.
- Reunify or place demobilised child combatants with families.
- Increase awareness and improve the capacity of family and community members to provide protection to these children.
- Improve the capacity of government agencies and NGOs to address immediate and long-term needs of the demobilised child combatants.

3. Activities

3.1 Formal Education

This activity addresses the needs of children who wish and are qualified to complete their formal education in primary and secondary schools. Support for school materials will be included as one of the key measures to prevent drop out from schools.

3.2 Training of Social Workers

A short training will be offered to government personnel and NGO social workers covering technical subjects on child development and care, culturally relevant trauma healing, and protection issues related to the implementation of the Convention on the Rights of the Child.

3.3 Apprenticeship and Employment Scheme

This activity addresses the needs of children who wish and are qualified to receive vocational or apprenticeship training. Active search on the employment market will be undertaken for job opportunities in the informal sector or apprenticeship opportunities for children who have completed

skills/vocational training. These children will be provided with tool kits upon completion of their training or commencement of their apprenticeships. This activity will be closely co-ordinated with the training and employment fund component of the DDRP.

3.4 Family Reunification and Follow-up

Family reunification or placement of children in alternative adult care will be initiated. The Convention on the Rights of the Child links the protection of the child to the maintenance of family life. Families should be kept together wherever possible, and every effort must be made to promote the reunion of families separated by reason of armed conflict to preserve family life as natural environment for child development. Follow-up activities will address the problems which occur after reunification, and psycho-social services and culturally relevant trauma healing will be offered to sustain reunification of children. Special emphasis will be placed on younger children and on family mediation.

3.5 Community Awareness

This activity will focus on informing the community, through media and other means of community communications, about the specifics and specific needs of child ex-combatants to increase community support for children. Besides radio and the printing press, community meetings involving local authorities, teachers, community and religious leaders and youth will be organised to raise awareness. Such activities will be linked to the social reintegration measures and sensitisation campaign undertaken by Government and the Executive Secretariat.

4. Implementation Arrangements

The Reintegration Unit within the Executive Secretariat will co-ordinate all aspects of this component in co-operation with the relevant government departments. As different implementation mechanisms will be applied for various aspects of the program, a series of implementing partners will be involved and contracted by the Executive Secretariat, including specialised UN agencies and NGOs. The funds for implementation will be advanced to these partners centrally by the Executive Secretariat.

The RROs will ensure the inclusion of former child combatants into the general reintegration activities for adult ex-combatants once the children cross the age threshold into young adulthood.

5. Cost Estimation

Child ex-combatants will receive on average US$ 300 for formal education or apprenticeships. It is estimated that of the total of 2,500, approximately half will opt for formal education. Over the three phases, this component is calculated at US$ 965,000, with US$ 845,000 required for phase I when the currently known number of child combatants will be demobilised. Tracing, unification and community awareness activities will continue during later phases.

Annex F Assistance to Disabled Ex-Combatants

1. Background and Justification

Assistance to disabled ex-combatants is essential because, as handicapped persons, their reintegration into a community will be more difficult, both economically and socially. The most appropriate way to reintegrate disabled ex-combatants is to help them acquire, again, some physical capabilities which will make it possible for them to carry out professional activities. This reintegration process for ex-combatants often starts by re-education, followed by rehabilitation using artificial limbs and special skills training.

Responding to their particular needs, the disabled combatants will be examined by specialised agencies during discharge and placed into three categories: (i) those with disabilities of less than 10% (less severely disabled); (ii) those with disabilities of between 10% and 50% (moderately disabled); and (iii) those with disabilities of over 50% (severely disabled). Assistance provided under this component will differ by degree of disability.

2. Objectives

- Help disabled ex-combatants recover (most of) their basic mental and physical faculties to become active and productive members of society.
- Provide disabled ex-combatants with the means to pay for medical treatment and medicines without diverting finances from other family needs.
- Enhance economic reintegration chances by providing special training and rehabilitation opportunities.

3. Activities

3.1 Medical Services

The program will make available to all disabled ex-combatants free drugs, medical consultations and other services, through a contract with a specialised service provider, in the amount of on average US$ 100 per disabled ex-combatant.

3.2 Prostheses and Other Aids

Depending on the type of disability, ex-combatants will receive prostheses, including necessary surgery, physiotherapy re-fitting and, if required, replacement of prostheses. Furthermore, the severely disabled ex-combatants will be provided with a wheelchair. These services will also be offered through existing facilities of NGOs and the Ministry of Health in two phases: (i) caring for the recipient of an artificial limb, including surgery, and (ii) providing a training prosthesis because many disabled ex-combatants will have been waiting for an artificial limb for a long period and they are not physically ready to immediately receive a permanent artificial limb.

3.3 Special Training

Though disabled ex-combatants will be eligible to receive support for vocational or apprenticeship training, their needs in terms of skills enhancement are often distinctly different. Hence, the program will provide supplementary financing to training providers and artisans to accommodate the special needs of the severely disabled (tool kits, facilities, etc.).

3.4 Special Assistance

Severely disabled ex-combatants have particular housing needs. Having been provided with a wheelchair, their houses need to be adapted without draining scarce household resources. The program will, therefore, include support for accommodation, e.g. for the purchase of building materials and the hiring of labour.

4. Implementation Arrangements

The Reintegration Unit within the Executive Secretariat will co-ordinate all aspects of this component in co-operation with the relevant government departments. Determination of needs and appropriate treatment will be carried out by the regional medical officer and/or a specialised agency/NGO. On their advice, the RRO will allocate funds to enable disabled ex-combatants to receive care at the appropriate facility. Additional assistance may be drawn from members of the regional RRR committee. All cases will be subject to periodic medical review.

The special program for the severely disabled ex-combatants will be carried out by an NGO specialising in providing services to the disabled. The Executive Secretariat will prepare a tender to select the appropriate agency(ies)/NGO(s) in collaboration with government medical personnel. The health registration carried out during discharge will serve as pertinent reference information.

Funds will be allocated to the regions in proportion to the number of disabled ex-combatants in each district. The Executive Secretariat will retain 20% of the total centrally as a reserve and allocate additional resources as and where needed. Funds for assistance to the severely disabled will be allocated centrally by the Executive Secretariat to the NGO(s) winning the tender.

5. Cost Estimate

Assistance to disabled ex-combatants is estimated at US$ 512,000, most of which will be required for phase I. This calculation is based on the assumption that 25% of this target group are severely disabled. Per capita benefits are estimated at US$ 100 for medical services, US$ 150 for special training (in addition to the US$ 300 under the TEF), and US$ 250 for prostheses and other aids as well as for special assistance to the severely disabled.

Annex G Social Reintegration Measures

1. Background and Justification

Communities will especially be challenged by the return of AFSL and RUF ex-combatants. There will be uncertainty and prejudice about the personal conduct of ex-combatants, given the behaviour and acts of ruthlessness of RUF combatants and a part of the AFSL soldiers during the Junta government. True reconciliation starts at the grass-roots level, and communities will have to accept the return to their soil of their sons and daughters. At the same time, ex-combatants, whether or not they were personally implicated in vicious acts, will have to earn the community's respect through honest behaviour. Sensitisation, civic and peace education are essential elements in this process, especially in the absence of a clear settlement of ongoing hostilities

Government believes strongly that the DDRP will require an extensive and timely community sensitisation program in order to ensure that ex-combatants will be able to settle in locations of their choice. To this end, the Executive Secretariat will develop a culturally relevant community sensitisation campaign that will make extensive use of electronic media as well as traditional reconciliation mechanisms and structures. This campaign will be implemented by Government through the NCRRR and the Ministry for Information, in co-operation with the Executive Secretariat. UNOMSIL will be responsible to monitor the human rights situation of ex-combatants in the districts of settlement.

2. Objectives

- Inform the general public about the program's objective and rationale and sensitise them about the challenge and responsibilities during the reintegration process for both ex-combatants and host communities.
- Assist the female ex-combatants and the wives of ex-combatants to more actively participate in the reintegration process.
- Reduce the negative effects of social conflict on children.
- Raise awareness of the problems of ex-combatants within the community.
- Strengthen social cohesion through community activities, including education for peace.
- Reinforce pre-discharge information for ex-combatants regarding proper conduct and general duties as civilian members of the community.
- Help communities undertake ad-hoc community reconciliation meetings and traditional cleansing ceremonies to cleanse ex-combatants of their war crimes, as required.

3. Activities

3.1 Information and Sensitisation

Information and sensitisation activities will be undertaken throughout program implementation. Use of the following media is envisaged: radio broadcasts, information brochures, and an ex-combatant pamphlet (including information on special topics, e.g., on how to prepare a micro-project). In addition,

regular seminars and meetings will be held throughout the country, and field visits by high government officials to the districts will be carried out periodically, in particular before phase I discharge and during phase I reinsertion.

The *radio broadcasts* will not only provide basic information about the program but will also be a comprehensive source of information for ex-combatants and the population at large. They will address problems of all affected population groups, could give tips on day-to-day life, supplement the counselling services with program-related information upon request (e.g. how to search for a job), and present a few games (e.g. a crate of soda to three winners per district every quarter). Such activities are expected to increase the popularity of the program, increase listenership and thus generally increase awareness of this aspect of civil life.

The program will also include the use of popular folk media to present the many facets of reintegration and reconciliation in a manner that effectively catches – and retains – the interest of the audience. *Social drama* is proposed as alternative to classical teaching methods. It will transfer the messages in the local languages in a simple, easily understandable and entertaining manner to both adults and children.

After the development of the play (including equipment), the program will be shown in each district at least twice per year. Moreover, the show could be recorded on video to facilitate a cost-effective, broader and more frequent circulation of the ideas and messages in the communities. Also, the impact of the performance on the audience as well as their reactions will be evaluated and fed back into the program.

As entertainment is only the means to achieve the major objective of civic education and national reconciliation, several accompanying measures could be envisaged to complement the social drama, such as special (and additional) radio programs, letters to politicians, or the preparation and distribution of an illustrated booklet about the play.

3.2 Strengthening Community Social Capital

The program will finance small activities that strengthen community social capital, including adult education programs, civic and peace education, music and sports groups, the rehabilitation of religious centres, etc. The local population will benefit from such activities directly, and these activities will contribute to the Government's efforts of reconciliation.

The RROs may also help organise ad-hoc community reconciliation meetings. In cases of more severe war crimes, traditional cleansing ceremonies could be performed through the local chiefs. Reconciliation meetings and cleansing ceremonies should help communities to accept their returning sons and daughters. They should also alleviate the fears of ex-combatants of acts of revenge by fellow citizens. To demonstrate their value to the communities, it could be decided during these meetings and ceremonies that ex-combatants be required to undertake community services for a certain amount of time, e.g. street cleaning, working the fields, fetching water, rehabilitating houses, etc.

4. Administration

All information and sensitisation activities will be co-ordinated by the Executive Secretariat and its regional offices, and regional RRR committees. For the sensitisation activities using *electronic media*, the Executive Secretariat will hire a public relations officer. These activities will be administered centrally with frequent travels by the officer to the regions and districts. The RROs will be an additional linkage to the general community and provide feed-back on the success of the program in the districts.

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The development of a *social drama*/puppet theatre requires specific qualifications. Therefore, a local professional drama/theatre group will be contracted, possibly including talented ex-combatants. If necessary an outside expert will be hired to advise and train the local group in order to build sustainable capacity for this type of informal education. The hiring of the expert and drama/theatre group will be the responsibility of the Executive Secretariat. The districts and counties to be visited as well as the itinerary will be jointly elaborated between the group and the Executive Secretariat.

Several ex-combatants may invest part of their settling-in package in buying video equipment with which they show movies in the villages. The video cassette from the stage performance could, thus, be made available upon request to the ex-combatants or any other person through the RROs (each RRO could receive one copy in the respective language). Likewise, the RROs could arrange for a video afternoon/evening in villages at regular intervals.

The sensitisation campaigns will be co-ordinated by the Executive Secretariat and implemented by the NCDDR and other government agencies. The participation of the highest levels of Government as well as of traditional leaders throughout program implementation will be essential to enhance the chances of success. The various community activities will be identified by the community and be implemented by civilians, ex-combatants, mixed groups, private and public schools and specialised NGOs. Funds for these activities will be managed by the RROs.

5. Cost Estimate

Social reintegration measures are calculated at US$ 385,000 for three years. For phase I, costs are estimated at US$ 165,000 to enable Government through the Executive Secretariat to launch a vigorous and comprehensive sensitisation campaign. Another US$ 195,000 are set aside for community reconciliation activities, i.e. US$ 5,000 per district per year.

Annex H Management Information System

1. Background and Justification

A well-functioning management information system (MIS) is a valuable management tool. Throughout program implementation there is a need to register and monitor: (i) the target group beneficiaries; (ii) progress and program effectiveness; and (iii) the utilisation of program funds.

To keep track of ex-combatants, an integrated records system needs to be established. The system could also help to streamline and keep under control the various entitlements and support services provided to the ex-combatants, including: (i) the payment of the settling-in package in two tranches; (ii) the provision of training and employment support; and (iii) any other follow-up work and special assistance required (for the disabled ex-combatants, for example). Finally, with updated information on how the ex-combatants are reintegrated in society, the system will become an invaluable source of management information for planning subsequent phases of demobilisation and reintegration.

Additionally, and to keep track of the utilisation of program funds, a relational financial database system needs to be established. This financial system will help to control the different levels of funding of the program and its components as well as the actual expenditures. It will register budgets, pledges, donations and expenditures of the flows of funds related to the Pool Account, and Government contributions directly to the program. It will allow the Executive Secretariat to report on the actual state of funds at any time during the program as well as to provide the necessary information for auditing and financial evaluation.

2. Objectives

The overall objectives of the MIS are to ensure: (i) adequate responses by the Executive Secretariat and relevant ministries and other co-operating agencies to the development of the economic and social situation among ex-combatants and (ii) adequate capacity of the Executive Secretariat to self-administer the contributions made to the program by the different financing sources. In particular: (i) basic data on the operation will be gathered; (ii) the progress of ongoing operations will be monitored; (iii) the impact on ex-combatants and communities will be analysed; and (iv) implementation will be evaluated.

3. Activities

3.1 Management Information System

Co-operation between the various units in the Executive Secretariat, between the Executive Secretariat and other actors involved, and between the Executive Secretariat and the donors needs to be ensured. All units in the Executive Secretariat will routinely be informed about implementation progress and will have access to the data available in the other units. Donors will routinely be provided with relevant information about the program and the expenditures of funds. To this end, the MIS will: (i) assign responsibilities among units; (ii) set procedures for the internal flow of information; (iii) facilitate comprehensive analysis; (iv) set standards for regular reporting; and (v) keep track of the expenditures of donor- and government funds.

In designing an information system, there is always the temptation to include as many information items as possible which are considered useful by different interested parties. A proper design of two relational

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databases (one on ex-combatants, another on the funding and expenditures of the program) with mainly information essential to the program should prevent the system from becoming too complex.

It is necessary to build into the system a mechanism of *updating and verifying* the data from secondary sources. If the system is not useful to those involved, for example those responsible for collecting updated information, incentives to provide correct information and update it, will be lost. Thus, the information system should include data items which are useful to the day-to-day operation of the co-operating actors and useful feed-back must be provided continuously.

As the ex-combatants are registered, discharged and transported to the districts throughout the country, it would be ideal if the management information system could also be distributed. Although the regions will not have the facilities and expertise to handle a computerised database, the MIS should be partially decentralised. The system will, thus, be centrally developed and but maintained and updated at the regional level. Reporting and updating functions will have to be performed through the use of print-outs and standardised questionnaires.

Finally, the key element to successful demobilisation is an on-going and sustainable process of reintegration. This means that the information system set up should be able to be maintained with local expertise. Thus, simplicity in design and the use of hardware and software for which expertise is readily available locally should be the main feature of the system.

The following management information system could be considered. With respect to the first data base on the ex-combatants, the MIS will comprise a number of databases which are linked to each other, as follows:

- A database on basic information of the ex-combatants;
- A database on employers, training providers and training courses offered for the ex-combatants, as well as on artisans willing to take on ex-combatants as apprentices;
- A database on training and employment records of the ex-combatants, and other special services provided to them (esp. for the disabled);
- An accounting module on payments of the settling-in package, training scholarships and employment subsidies to the ex-combatants; and
- A database on the programs' financial flows.

3.2 Monitoring

With respect to the data base on ex-combatants, monitoring will be undertaken along two levels: firstly, the RRO and secondly, the community. The MIS will collect information of immediate relevance for management: (i) during discharge operations; (ii) when ex-combatants report for receiving payment of the second instalment; and (iii) when ex-combatants receive reintegration assistance. The monitoring system will be essentially quantitative in nature. Information collected will include, among others, name, age, education, health status, number of children, district (chiefdom) of settlement, and actual profession. This information will provide the Executive Secretariat and the RROs with a comprehensive profile of ex-combatants.

On the regional level, forms will be designed that focus on the RROs' organisational and administrative activities during the month under review. Such district information could include disbursements by component, cash-in-hand, meetings with district officials and mileage reading of the motorbikes. In addition, summary forms will be prepared by each RRO on such issues as ex-combatants' projects,

landless ex-combatants, crimes committed by ex-combatants, participation of ex-combatants in benefit packages and ex-combatants' problems and complaints.

The RROs will have two sets of forms in their files: ex-combatant specific information and summary information. All forms will be linked by the ex-combatants' discharge number so that a comprehensive database can be developed and maintained. Thus, upon request the total available information per ex-combatant can be prepared. On a regular basis, the Monitoring Unit will enter, process and analyse the data upon receipt of the forms from the regional offices. Monthly monitoring reports by region will be prepared and distributed among the parties involved. No computerised data management will take place at the regional level.

With respect to the financial data base, monitoring will be undertaken by external auditors who will review the financial administration mechanism and actual bookkeeping on a quarterly basis.

3.3 Evaluation

An evaluation of the program will be undertaken 1-3 months after the completion of each of the three phases. The objective of this evaluation will be to assess the overall impact and administration of the program. Each evaluation will consist of two parts: (i) an assessment of program implementation and (ii) an impact (beneficiary) assessment. Specialised consultants/NGOs (social scientist, implementation expert) will be contracted anew for each phase to undertake the assignment. Each evaluation will be followed by a multi-donor mission to evaluate program success, fine-tune the subsequent phase, and identify the required financial resources.

Two additional analytical activities will be undertaken after the completion of the DDRP in order to better understand the multiple effects of reintegration on the ground: (i) tracer studies and (ii) an impact survey. The tracer studies will provide in-depth quantitative and qualitative information on economic and social reintegration covering a small number of selected ex-combatants. They should also include an analysis of the psychological effects of reintegration. The impact survey will be carried out using a random sample. The survey will be linked to the program's monitoring system. It should provide information on incomes and expenditures, if feasible.

4. Administration

The Monitoring Unit will be responsible for (i) the overall management and monitoring of the MIS; (ii) the finalization of forms; and (iii) the preparation and distribution of reports. The Monitoring Unit will liaise closely with the Finance Unit regarding funds administration, and will comprise:

- An MIS manager in the Executive Secretariat whose main responsibilities will be to: (i) supervise data entry; (ii) guarantee the integrity and applicability of the database on the target group of the ex-combatants; (iii) write the necessary software programs for the elaboration of the necessary reports, lists, documents; and (iv) assist forthcoming evaluation and monitoring missions with all data necessary for the proper execution of their tasks. An external short-term MIS specialist will be recruited to assist in these activities.

- An MIS officer whose main responsibilities will be to: (i) supervise the data-entry clerks; (ii) prepare the necessary software for the development and maintenance of the MIS data bases and for the production of all necessary reports; (iii) ensure the integrity and applicability of the MIS data bases; (iv) produce the statistical reports on the ongoing process; and (v) assist forthcoming multi-donor monitoring and evaluation missions with all data necessary for the proper execution of their tasks;

The specific information needs will be identified by the Monitoring Unit. All forms will be filled in by the RRO outreach staff and be retained, and the information computerised, at the RRO. Staff from the Monitoring Unit will regularly visit the RROs to provide immediate feed back on operations in the region (e.g. preparing relevant tables) and further train them in data processing and analysis. They will also suggest improvements in the RROs' reporting system.

The final implementation evaluation as well as the annual impact evaluations (beneficiary assessments) will be undertaken by independent consultants. The terms of reference for these will be designed by the Monitoring Unit.

5. Cost

The Executive Secretariat will be equipped with office technology to ensure the proper implementation of the MIS component. These costs, as well as other recurrent costs (e.g. for staff of the Monitoring Unit) are part of the headquarters administration costs. For setting up the MIS and undertaking the external evaluations, short-term technical assistance is calculated at a total of US$ 70,000.

Annex I
Estimated Program Costs

	Total	Phase 1	Phase 2	Phase 3
AFSL	7,000	7,000	-	-
RUF	1,000	1,000	-	-
CDF	25,000	5,000	10,000	10,000
Child ex-combatants	2,500	2,500	-	-
Disabled ex-combatants	1,000	1,000	-	-
Demobilization				
DD sites AFSL total	4,556,000	4,556,000	-	-
DD sites RUF total	650,000	650,000	-	-
DD sites CDF rehab./suppl.	75,000	25,000	25,000	25,000
Food and water	375,000	75,000	150,000	150,000
Transport to/from DD sites	250,000	50,000	100,000	100,000
Registration	50,000	10,000	20,000	20,000
Medical screening	125,000	25,000	50,000	50,000
Personnel hygiene kit	125,000	25,000	50,000	50,000
ID cards and discharge certif.	175,000	35,000	70,000	70,000
Pre-discharge counselling	125,000	25,000	50,000	50,000
Sub-total	6,506,000	5,476,000	515,000	515,000
Reinsertion				
AFSL	2,100,000	2,100,000	-	-
RUF	300,000	300,000	-	-
CDF	7,500,000	1,500,000	3,000,000	3,000,000
Sub-total	9,900,000	3,900,000	3,000,000	3,000,000
Training and employment				
AFSL	2,100,000	2,100,000	-	-
RUF	300,000	300,000	-	-
CDF	7,500,000	1,500,000	3,000,000	3,000,000
Sub-total	9,900,000	3,900,000	3,000,000	3,000,000
Child ex-combatants				
Formal education	375,000	375,000	-	-
Training and employment	375,000	375,000	-	-
Social workers	15,000	15,000	-	-
Tracing and reunification	140,000	60,000	40,000	40,000
Community awareness	60,000	20,000	20,000	20,000
Sub-total	965,000	845,000	60,000	60,000
Disabled ex-combatants				
Medical services	100,000	100,000	-	-
Prostheses/other aids	250,000	250,000	-	-
Severely disabled	62,500	62,500	-	-
Special training	37,500	37,500	-	-
Special assistance	62,500	62,500	-	-
Sub-total	512,500	512,500	-	-
Social reintegration				
Community sensitisation	90,000	50,000	20,000	20,000
Social drama	80,000	40,000	20,000	20,000
Radio broadcasting	20,000	10,000	5,000	5,000
Community activities	195,000	65,000	65,000	65,000

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Annex I
Estimated Program Costs

	Sub-total	385,000	165,000	110,000	110,000
Administration					
HQ capital costs		201,000	201,000	-	-
HQ recurrent costs		716,400	238,800	238,800	238,800
RRO capital costs		35,000	35,000	-	-
RRO recurrent costs		662,400	220,800	220,800	220,800
Long-term TA		480,000	160,000	160,000	160,000
Short-term TA		245,000	81,667	81,667	81,667
	Sub-total	2,339,800	937,267	701,267	701,267
Total		30,508,300	15,735,767	7,386,267	7,386,267
Contingencies		3,050,830	1,573,577	738,627	738,627
Grand Total		**33,559,130**	**17,309,343**	**8,124,893**	**8,124,893**

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Administration

Draft

	no.	unit	unit price	US$
HQ capital costs				
Vehicles 4x4 (Hilux)	3		35,000	105,000
Sedan	2		20,000	40,000
Motorbikes	1		2,500	2,500
Communications	1		5,000	5,000
Desktop computers	5		2,000	10,000
Printers laser	2		1,000	2,000
Printers matrix	1		1,500	1,500
Network	1		2,500	2,500
Photocopiers	2	avg.	2,500	5,000
Generators	1		2,500	2,500
Air conditioning	5		1,000	5,000
Office equipment	1		20,000	20,000
Sub-total				201,000
RRO capital costs				
Motorbikes	4		2,500	10,000
Bicycles	20		150	3,000
Communications	4		500	2,000
Office equipment	4		5,000	20,000
Sub-total				35,000
HQ recurrent costs				
Salaries				594,000
Rent	36	months	1,000	36,000
Communications	36	months	500	18,000
Vehicles, motorbike	36	months	500	18,000
Electricity, water, mainten.	36	months	500	18,000
Consumables	36	months	500	18,000
Field visits	36	4	100	14,400
Sub-total				716,400
RRO recurrent costs				
Salaries				504,000
Rent	36	4	250	36,000
Communications	36	4	250	36,000
Field visits	36	4	350	50,400
Motorbikes	36	4	50	7,200
Electricity, water, mainten.	36	4	50	7,200
Consumables	36	4	150	21,600
Sub-total				662,400

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Administration

Draft

Short-term technical assistance				
Staff training	3	months	10,000	30,000
External audits	3	4	10,000	120,000
External evaluations	3	months	15,000	45,000
MIS	1	month	25,000	25,000
Financial management	1	month	25,000	25,000
Sub-total				245,000
Long-term technical assistance				
Financial manager	1	36	10,000	360,000
DD advisor	1	12	10,000	120,000
Sub-total				480,000

Summary

Draft

	Total	Phase 1	Phase 2	Phase 3
AFSL	7,000	7,000	-	-
RUF	1,000	1,000	-	-
CDF	25,000	5,000	10,000	10,000
Child ex-combatants	2,500	2,500	-	-
Disabled ex-combatants	1,000	1,000	-	-
Demobilisation	6,506,000	5,476,000	515,000	515,000
	19%			
Reinsertion	9,900,000	3,900,000	3,000,000	3,000,000
	30%			
Training and employment	9,900,000	3,900,000	3,000,000	3,000,000
	30%			
Child ex-combatants	965,000	845,000	60,000	60,000
	3%			
Disabled ex-combatants	512,500	512,500	-	-
	2%			
Social reintegration	385,000	165,000	110,000	110,000
	1%			
Administration	2,339,800	937,267	701,267	701,267
	7%			
Total	30,508,300	15,735,767	7,386,267	7,386,267
	91%			
Contingencies	3,050,830	1,573,577	738,627	738,627
	9%			
Grand Total	**33,559,130**	**17,309,343**	**8,124,893**	**8,124,893**